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THE REGIONAL
MUNICIPALITY OF
HAMILTON-WENTWORTH

TRANSPORTATION SERVICES COMMITTEE

1989 BUDGET



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THE TRANSPORTATION SERVICES COMMITTEE
1989 CURRENT BUDGET
CONTENTS

<u>Description</u>		<u>Page #</u>
A.	OVERVIEW	1
B.	HSR CURRENT BUDGET	4
	HSR - OPERATION OVERVIEW - GRAPHICS	13
	HSR - PROGRAM COST SUMMARY	17
	HSR - BUDGET PROGRAMS	18
	HSR - ROUTE INFORMATION	30
C.	CCL CURRENT BUDGET	68
	CCL - OPERATION OVERVIEW - GRAPHICS	74
	CCL - ROUTE COST SUMMARY	77
	CCL - PROGRAM COST SUMMARY	78
	CCL - BUDGET PROGRAM	79
D.	DARTS CURRENT BUDGET	89
	DARTS - PROGRAM COST SUMMARY	91
	DARTS - PRESENTATION	92
E.	CAPITAL BUDGETS	126
	HSR - 5 YEAR CAPITAL BUDGET	129
	CCL - 5 YEAR CAPITAL BUDGET	142



January 31, 1989

REPORT TRA 89-005

To the Chairman and Members of the
Transportation Services Committee

Re: 1989 CURRENT & CAPITAL TRANSPORTATION BUDGETS
 (A) H.S.R. 1989 CURRENT BUDGET
 (B) C.C.L. 1989 CURRENT BUDGET
 (C) D.A.R.T.S. 1989 CURRENT BUDGET
 (D) H.S.R. 1989 CAPITAL BUDGET
 (E) C.C.L. 1989 CAPITAL BUDGET

Please find enclosed the above captioned budgets for 1989 which are presented for your Committee's approval. This year unlike previous years both the Capital Budgets and Operating Budgets are being presented at the same time. The 1989 impact of the Capital Budget has been built into these Operational Budgets.

This budget is being circulated early in order to allow you the opportunity to peruse it and ask the staff any questions prior to the meeting. Should you have any questions or require any clarification, please contact me or Mr. Eric Pilon and we will be pleased to be of assistance.

H.S.R. CURRENT BUDGET

The 1989 budget as presented here is the 1988 budget with the annualization of those programs that were started during the year. The 1989 "Base Budget" includes inflation for 1989, salary settlements as negotiated and any programs started during 1988 as part of Council direction.

The 1989 budget does not include any budget for new programs or new service. They are part of this presentation as a description and a priority setting exercise. Once this Committee has agreed to the priorities given they will then be prioritized against all new Regional programs and dollars allocated.

continued ...



In the latter part of 1988 our preliminary 1989 estimates indicated a possible 10.42% increase in budget. Since that time costs have been curtailed, revenues have been maximized and the operating budget trimmed to a 2.93% increase for 1989 excluding any new programs and capital debt repayment.

C.C.L. CURRENT BUDGET

The 1989 Operations Budget reflects the funds required to continue the business and strategy as developed during the 1988 budget deliberations and the new business ventures that have occurred during 1988. The 1989 budget year is another year where C.C.L. will again cut its tax burden in half as the Charter and Tour business in the Region continues to grow. Adding to this business is the growth in the air travel, both inbound and outbound from Hamilton Airport.

It is evident now that the support the Region has given C.C.L. by escalating the vehicle replacement program will soon pay dividends to the Regional Municipality of Hamilton-Wentworth.

D.A.R.T.S. CURRENT BUDGET

The D.A.R.T.S. Board of Directors is again presenting a budget outlining four levels of service. Option 1 which meets the Regional guideline of 4.5% requires an elimination of all weekend service and almost 20% of the evening service. In our opinion this is not a viable option.

The three remaining options including the status quo level of services involve a significant increase in funding.

Additionally, the budget is now impacted by the recent salary settlement totalling \$75,846.00 which is reflected in options 3 and 4 only.

The recommended budget request from the D.A.R.T.S. Board of Directors amounts to a 47.6% increase or \$1,311,000. over the 1988 budget. Of this amount \$56,885.00 is attributable to the recent wage contract settlement.

continued ...



H.S.R./C.C.L. CAPITAL BUDGETS

The H.S.R./C.C.L. Capital projects also form part of this submission for your review. They are dealt with specifically in their own section and in both cases the Capital programs centre on vehicle replacement.

The impact of both of these Capital programs have been reflected in the appropriate Operating Budget.

Respectfully submitted,

H.O. Schweinbenz
Commissioner of Transportation

ELP/cb





January 27, 1989

To The Chairman and Members of
The Transportation Services Committee

RE: 1989 HSR CURRENT BUDGET

BACKGROUND:

The 1989 current budget program for the urban transit system is submitted for your consideration. Included in this presentation are illustrations showing the service programs, charts presenting various operational detail and appropriate narrative describing the programs. A detailed breakdown of the 1988 budget is available on request.

SYNOPSIS - 1988/89 BUDGET TO BUDGET COMPARISON:

The 1989 budget of the Hamilton Street Railway as summarized on the page titled "Program Cost Summary" has a TOTAL OPERATING EXPENDITURE of \$44,864,000. with TOTAL OPERATING REVENUES of \$35,965,000. resulting in a NET OPERATING EXPENDITURE of \$8,899,000., a 2.93% increase over 1988.

When combined with the required 1989 capital contribution of \$2,296,000. the increase is \$11,195,000. or 5.85% over the 1988 level before reflecting the impact of the Special Agreements.

The Special Agreements with Ancaster, Dundas and Stoney Creek are shown and reflect the cost associated with the level of service being purchased from the HSR in 1989.

On September 27, 1988, a review of the 1988 programs indicated that the annualization of various changes introduced during 1988 and the projected inflation, would push the 1989 HSR budget to a deficit of \$10,591,000. or a 10.42% increase over 1988. This information was presented to the Regional Finance and Personnel Committee in a report titled "Economic Factors and Macro 1989 Budget Overview."

Since that time the HSR has been involved in a detailed program and cost analysis. This exercise has resulted in

continued ...



cost reductions or program changes which have reduced the operating budget increase to 2.93%. These changes are identified in the following sections:

REVENUES:

In December of 1988, the Transportation Services Committee approved the 1989 fare increase. This change is an increase of 5.2% in the basic fare revenue for 1989 without adjusting for any ridership changes. When applying this increase to the 1988 base and adjusting the ridership levels to reflect the 1988 actual, the project revenue increase for 1989 is 2.56%.

Advertising revenue for 1989 is up by 49.65% as a result of the tender award to TRANS AD ADVERTISING in November of 1988. The revenue increase is a result of the increased guarantees in the new contract.

The 1989 operating budget is driven by miles and hours of service as well as dollars required for the support functions. These two major budget parameters and their relationship to the total budget as well as any other significant items are highlighted for your convenience.

SERVICE LEVELS:

The budget for 1989 is to provide for the delivery of 9,287,600 miles of service (827,800 revenue hours). This change of 148,390 miles over 1988 is the annualization of service miles introduced during 1988 and does not include any new service for 1989.

The annualization of major service routes are summarized as follows:

Ancaster Local	25,948 miles
Ancaster Spine	4,883 miles
Barton	48,915 miles
Burlington	31,299 miles
Upper Wellington/Wentworth	38,902 miles

continued ...



EXPENDITURES

The "ZERO BASE" budget approach has been expanded during the 1989 budget preparation. In 1988 it was used in the Administration Division where every line item account was reviewed and rationalized. Each account basically started with a zero balance and built up from there with supporting documentation. In 1989 Marketing & Customer Service also used the same approach of reviewing each account and adding dollars for planned programs in 1989.

This approach was also applied to the Operations Division which is primarily driven by miles and hours of service.

In the Maintenance Division this approach was applied to certain key accounts, however, time and the availability of data did not permit a total application. This approach will be developed further during 1989 for complete application in 1990.

DIVISIONAL ANALYSIS:

OPERATIONS:

The Operations Budget at \$22,585,000. is 50.3% of our total budget and has basically one item as its major component. The salary package of \$20,191,932. or 89.4% of the Operations Budget are the salary dollars required for drivers to provide bus service to the areas within the Regional Municipality of Hamilton-Wentworth. As at December 31, 1988, the HSR has 484 drivers and 44 supervisors/inspectors within the Operations Division.

During 1988, the HSR did maximize the potential of the computer system and cut more efficient and cost saving runs for 1989. After much discussion with the union, significant changes were made in the March Board for 1989, one of which resulted in a reduction of 40 unassigned pieces of work with an estimated cost reductions of \$250,000. to \$300,000.

MAINTENANCE

The Maintenance Budget which at \$14,515,800. accounts for 32.39% of the total budget has two specific items accounting for 72.88% of its total. The first of these is fuel totalling \$3,450,000. or 23.7% of the budget.

continued ...



The second item is the salary package of \$7,129,340. which is 49.1% of the Maintenance Budget. These dollars are required not only for vehicle maintenance but also for building and plant maintenance.

The 1989 budget reflects ongoing cost savings in diesel fuel of \$125,000 over the 1988 budget. This is a result of the method purchasing diesel fuel on the "rack pricing" basis. Other cost reductions have been projected in the area of building and plant expense. A reduction of \$240,160 (budget to budget) has been projected for 1989 as much as the major work required to upkeep the Wentworth facilities will not be required for the full year.

CUSTOMER MARKETING SERVICES

This group is responsible for the planning of the routes and the marketing of the HSR service to be delivered. There are several changes within this budget for 1989 which require a brief explanation.

In 1988 a sum of \$30,000 was in the budget for the trolley study. In 1989 this money has been moved to the "Capital Budgets". For 1989 the budgets for "Customer Relations" and "Marketing Studies" have been increased by a combined total of \$10,000 or 50% to respond to the direction and need for input from the riders.

During the last three years the HSR has experienced a 5% reduction in revenue passengers dropping from 29,284,000 in 1986 to 27,742,000 at the end of 1988.

During the fall of 1988 a ridership survey was undertaken by Marvin Ryder of McMaster University to try and establish reasons for the decline in ridership. The only consistent factors which came out of the study was that weather appeared to be a major reason for riders to stop using the service. The excessive heat during the summer months contributed significantly to our ridership decline as well as the good weather throughout the year. In 1989 major marketing programs are being designed to recapture the discretionary rider as well as a review of technical specifications for air conditioning in city buses.

continued ...



Page 5

ADMINISTRATION

This Division has undergone significant changes during 1988 which are reflected in the 10.83% increase over the 1988 budget base. The 1989 budget includes annualized dollars for the following programs:

1.	Chargeback for M.S.A. integration	\$22,600
2.	Contract consultant to assist in M.S.A. implementation	40,000
3.	Additional dollars for M.S.A. training	2,000
4.	Cost of the contract position "Medical Director" as approved by Committee and Council	38,000
5.	Supplies for Health Centre as approved by Committee and Council	31,000
6.	Employee Recognition Program as approved by Committee and Council	16,500
7.	Increase in use and awards of "Suggestion Program"	<u>8,000</u>
		\$158,100
		=====

This total contributes 2.55% to the 1989 budget base and in fact responds to many of the concerns raised by the Management Review around the issue of integration and employee morale. Other factors contributing to the remaining 8.28% increasing are the annualization of the cost incurred with the opening of the "Downtown Ticket Office" in 1988, the annualization of the student pass program and the new senior program as well as the cost associated with the growing number of ticket and pass agents. At the end of 1988 the HSR had approximately 400 of these outlets which required servicing. The final two significant items contributing to the increase are as follows.

continued ...



A number of warranty contracts on computer hardware/software have now expired and maintenance contracts entered. In many cases the HSR assumes the maintenance work inhouse, however, other contracts are still necessary.

In 1988 during contract negotiations an attempt was made to renegotiate some positions within the Materials/Stores group. We were unsuccessful in negotiating the plan change, however, we were successful in negotiating some savings.

Savings have also been recognized in reduced absenteeism in 1988 which will continue into 1989. As at October 31, 1988 the overall departmental absenteeism was 6.5% down from 6.9% in 1987 and 8.7% in 1986. The industry average for the first six months of 1988 is 7.14% (CUTA).

SPECIFIC ITEMS

1) New Seniors Program \$25/\$0.25

During 1988 a new program for Seniors was approved by Committee and Council that would be available to the Municipalities as a program that they could offer to their Seniors. The City of Hamilton has adopted this program, however, they have requested that they not be billed for the fare stabilization as the program describes but rather have the program cost added to their levy. They have also requested that the Region (HSR) take over the administration of the Over 70 Program and the Group A (disabled). This change will require a transfer back to the Region of the original levy/mill rate that was transferred to the City of Hamilton when it assumed responsibility for the program in the mid eighties.

The Treasurer for the Region and the City of Hamilton will be coming back to Committee and Council with a report on the transfer of these monies which will be undertaken early in 1989.

continued ...

2. Schedule A:

The new programs for 1989 have been submitted under separate cover to the Regional Finance Department for prioritization within the total "New Program" request for the Region. They are in order of staff's prioritization as follows:

	<u>Net Municipal Impact</u>
(a) <u>Expansion of Service</u>	
Parkdale - 6,279 miles/507 hours	\$8,041
Sanatorium - 4,121 miles/338 hours	5,361
Upper Wellington - 19,243 miles/ 1,724 hours	27,343
Upper Wentworth - 21,545 miles/ 1,930 hours	30,610
Plus Direct Maintenance Cost	<u>25,000</u>
Total Cost	\$96,400
	=====
Net Cost to Region	\$40,734
	=====
1989 Net Cost	\$44,542
	=====
(b) <u>Operations Reorganization</u>	
To reorganize Operations to provide "Mentor System" as per Coopers and Lybrand Report.	
Total Cost	\$118,000
	=====
Net Cost to Region	\$95,500
	=====
1989 Net Cost (9 months)	\$71,685
	=====

continued ...

(c) Ambassador Program (IMPACT)

To implement the Ambassador Program (IMPACT) as a proactive educational, motivational and attitudinal program to bring about a change in all employees to make the customer the focus of attention.

Total Gross Cost	\$50,100
	=====
Net Cost to Region	\$40,580
	=====
1989 Net Cost	\$30,430
	=====

(d) Management Review

Transit Operating Analysis - establish the position of Operating Analysis to monitor productivity and performance measures

Consultant to help undertake various studies as identified by Coopers and Lybrand.

- productivity indicies
- contracting out new work order system in Maintenance
- Controller

Total Cost	\$205,000
	=====
Net Cost to Region	\$135,050
	=====
1989 Net Cost	\$110,864
	=====

(e) Systems

To provide pay equalization within the new Information Systems Department (\$27,000) and one new person (\$48,000).

Total Cost	\$75,000
	=====
Net Cost to Region	\$60,750
	=====
1989 Net Cost	\$45,500
	=====

continued ...



Page: 12

Recommendations:

1. That the 1989 current maintenance budget for Transportation Department be approved at the Maintenance level and forwarded to the Committee of the Whole for inclusion in the overall 1989 current budget.
2. That the five new/enhanced programs attached to report TRA 89-005 as prioritized be forwarded to the Committee of the Whole to be included for consideration in the corporate priority setting for the 1989 Program Changes.

Respectfully submitted,

H. O. Schweinbenz
Commissioner of Transportation

ELP/db

THE HAMILTON STREET RAILWAY COMPANY

OPERATIONS OVERVIEW

In order to present an overview of the significant components within the H.S.R. operations, various statistical information has been gathered and presented in graphic form.

Exhibit "A" - Total Revenue

This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the H.S.R.

Exhibit "B" - Expenditure by Program

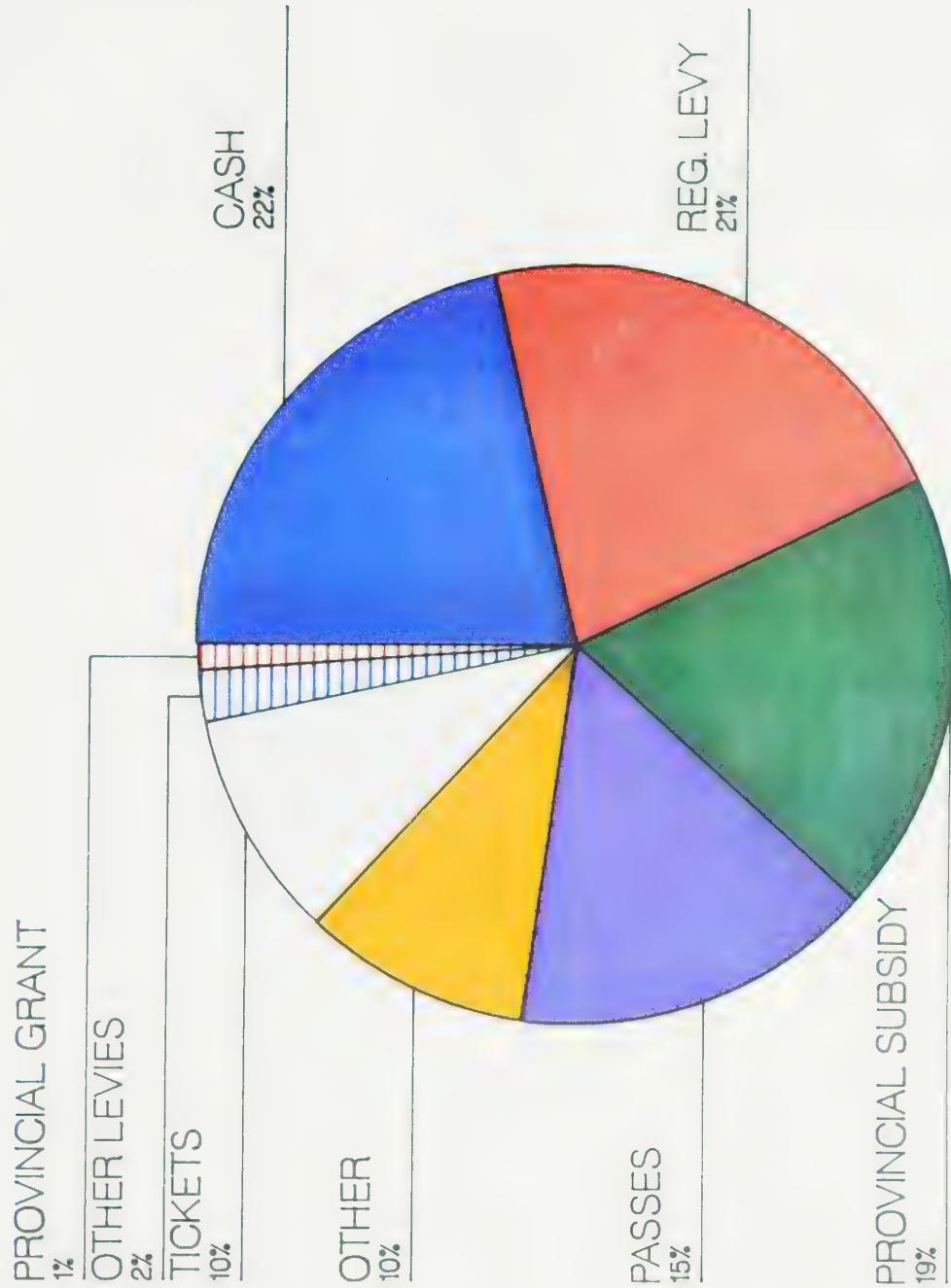
This pie chart shows proportionally how the budget dollars are spent within the H.S.R.

Exhibit "C" - Ridership Trends

This graph is a monthly representation of our ridership for the last year. As is evident, our peak ridership is January and February of each year and also October through December.

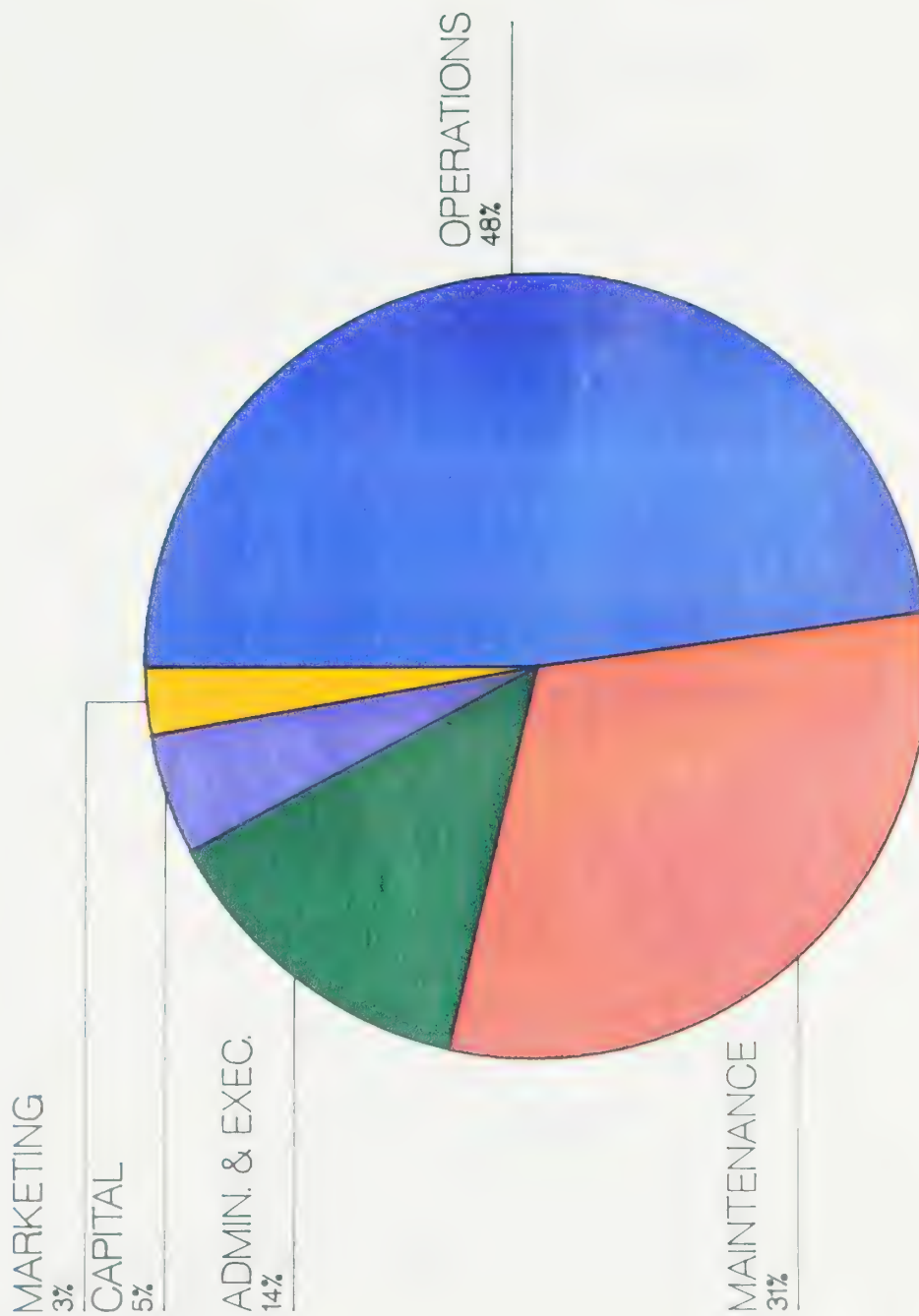
HAMILTON STREET RAILWAY COMPANY

1989 REVENUE ANALYSIS



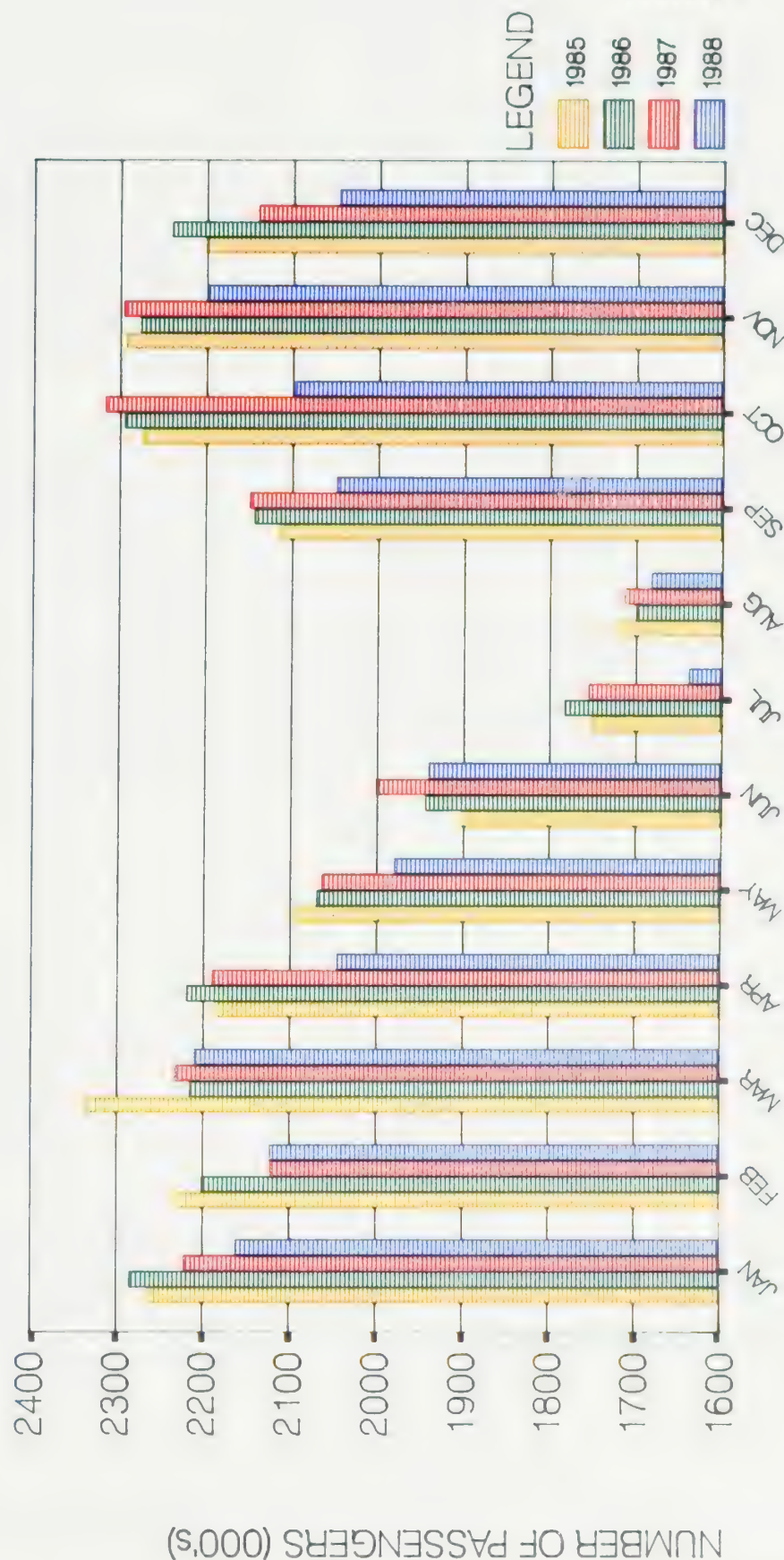
HAMILTON STREET RAILWAY COMPANY

1989 EXPENDITURES ANALYSIS



HAMILTON STREET RAILWAY COMPANY

RIDERSHIP TREND



DEPARTMENT: TRANSPORTATION
PROGRAM : H.S.R.
ACTIVITY : PROGRAM COST SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
	ADMINISTRATION	5,607,700	6,031,854	6,214,856	10.83%
	MAINTENANCE	14,368,300	13,752,635	14,515,800	1.03%
	OPERATIONS	21,910,600	21,126,298	22,585,187	3.08%
	MARKETING & CUST.SERVICES	1,344,900	1,186,616	1,372,765	2.07%
	EXECUTIVE SERVICES	165,600	177,450	176,050	6.31%
TOTAL OPERATING EXPENDITURES		43,397,100	42,274,854	44,864,658	3.38%
OPERATING REVENUES					
	FAREBOX	21,266,000	20,469,526	21,811,000	2.56%
	ADVERTISING, ETC.	685,800	838,171	1,026,300	49.65%
	PROVINCIAL SUBSIDY	8,626,257	8,497,363	8,974,938	4.04%
	FARE STABILIZATION	3,598,000	3,399,049	3,578,000	-0.56%
	GENERAL SUPPORT GRANT	575,000	575,000	575,000	0.00%
TOTAL OPERATING REVENUES		34,751,057	33,779,109	35,965,238	3.49%
NET OPERATING EXPENDITURES		8,646,057	8,495,745	8,899,420	2.93%
CAPITAL EXPENDITURES		1,931,000	1,964,906	2,296,000	18.90%
NET DEFICIT		10,577,043	10,460,651	11,195,420	5.85%
MUNICIPAL LEVIES					
	ANCASTER	150,600	156,972	237,516	57.71%
	DUNDAS	237,200	192,823	202,282	-14.72%
	STONEY CREEK	597,500	519,114	612,125	2.45%
	HAMILTON	9,591,743	9,591,742	10,143,496	5.75%
STATISTICS					
	* REVENUE/COST RATIO	58.87%	58.44%	58.88%	0.00%
	TOTAL RIDERSHIP	29,023,000	27,742,000	27,742,000	-4.40%
	TOTAL MILES	9,139,210	9,158,649	9,287,638	1.62%

* (FAREBOX, ADVERTISING & FARE STABILIZATION REVENUES) / (TOTAL OPERATING EXPENDITURES)

THE HAMILTON STREET RAILWAY COMPANY

BUDGET PROGRAMS

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/H.S.R.
ACTIVITY: ADMINISTRATION

STATEMENT OF PURPOSE:

To provide personnel and resource management for the Transportation section and overall direction of:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant Financial information to management and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support systems
- insurance policies and administration
- Cash Management development in regards to cash handling and ticket processing

OBJECTIVES:

To increase emphasis on departmental priority planning.

To ensure appropriate resource deployment.

To review documentation of financial policies and modification, where necessary and approved.

To increase additional resource information for management reporting needs for the present and future.

DEPARTMENT: TRANSPORTATION
PROGRAM : H.S.R.
ACTIVITY : ADMINISTRATION SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
101	ADMINISTRATION	2,004,700	2,233,608	2,133,330	6.42%
102	PAYROLL	245,300	285,051	205,240	-16.33%
103	CASH MANAGEMENT	359,000	343,940	396,100	10.33%
104	SYSTEMS	695,300	768,432	775,356	11.51%
106	SAFETY SERVICE AND ADJUST	169,100	121,216	173,300	2.48%
108	HUMAN RESOURCES	667,800	741,061	814,680	21.99%
109	MATERIALS MANAGEMENT	551,300	568,584	597,800	8.43%
110	ACCOUNTING	310,900	339,286	417,930	34.43%
111	FARE ADMINISTRATION	604,300	630,677	701,120	16.02%
TOTAL ADMINISTRATION		5,607,700	6,031,854	6,214,856	10.83%

NOTES:

- 3100-101 -ALL BUDGET LINES FOR TELEPHONES REFLECT AN INCREASED COST IN 1989 DUE TO THE PURCHASE OF THE PHONE SYSTEM. THIS IS A ONE YEAR BUY-OUT OF \$130,000 APPROVED IN 1988 AND TO BE PAID BY AUGUST 1989.
- 3724-101 -INCREASE COMMISSION COSTS TO AGENTS AS MORE RIDERS PURCHASE TICKETS AND PASSES THROUGH AGENT OUTLETS.
- 4104-101 -INCREASE IN REGIONAL CHARGEBACKS FOR SOLICITORS SERVICE.
- 4102-102 -DECREASE IN REGIONAL CHARGEBACK AS HSR VAX COMPUTERS NOW TIE-IN DIRECTLY WITH CITY'S IBM SYSTEM.
- 2308-102 -NEW FORMS TO ACCOMMODATE COMPUTERIZATION AND PURCHASE OF COMPUTER TERMINALS.
- 1100-103 -OVERTIME REQUIRED TO COVER VACATIONS
- 3723-103 -PROJECTED INCREASE COST IN 1989 BRINKS CONTRACT.
- 2717-104 -INCREASE COST OF SOFTWARE MAINTENANCE AS NEW SOFTWARE WARRANTIES EXPIRE.
- 1100-105 -IN 1988 THE BUYERS POSITION HAD BEEN REMOVED FROM THE BUDGET AS PART OF A PLAN TO REORGANIZE THE UNIONIZED GROUP. HOWEVER WE WERE UNABLE TO REACH AN AGREEMENT DURING THE NEGOTIATIONS.
- 1101-108 -\$38,000 FOR THE MEDICAL DIRECTOR AS APPROVED BY COMMITTEE AND COUNCIL.
- 3300-108 -INCREASE COST FOR PSYCHOLOGICAL ASSESSMENTS FOR NEW OPERATORS.
- 3302-108 -\$31,000 FOR SUPPLIES FOR THE HEALTH CENTRE AS APPROVED BY COMMITTEE AND COUNCIL.
- 4102-108 -INCREASE COST FOR REGIONAL CHARGEBACK AND EAP PROGRAM.
- 1100-108 -THIS WORK GROUP CURRENTLY HAS A PART-TIME (FULL TIME) CLERK WHICH IS REQUIRED TO MEET THE CURRENT WORKLOAD. THIS POSITION WILL BE CONVERTED TO A FULL TIME POSITION IN 1989 WITH NO BUDGET IMPACT.
- 1100-110 -INCLUDES CONTRACT COSTS FOR INDIVIDUAL TO ASSIST IN THE IMPLEMENTATION OF THE M.S.A. SYSTEM.
- 3354-110 -M.S.A. CHARGEBACK
- 3509-110 -INCLUDES COSTS FOR M.S.A TRAINING.
- 1100-111 -ANNUALIZATION OF ADDITIONAL STAFF HIRED AS PART OF THE DOWNTOWN TICKET OFFICE AS APPROVED IN THE 1988 BUDGET.
- 3215-111 -ANNUALIZATION OF LEASE COSTS FOR THE DOWNTOWN TICKET OFFICE.
- 3210-111 -ANNUALIZATION OF NEW PASS PROGRAMS (STUDENT AND SENIORS).
- 4105-111 -INCREASE IN CCL CHARGEBACK FOR THE STAFFING OF THE TICKET KIOSK DURING THE SUMMER.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/H.S.R.
ACTIVITY: MAINTENANCE

STATEMENT OF PURPOSE:

To provide the Hamilton Street Railway with maintenance and repair services for vehicles, building, grounds, utility systems, transit shelters, bus stops and loops and operation of utility systems and inventory stores through the efficient use of human and material resources.

OBJECTIVES:

To improve fleet reliability.

To provide more efficient road call service.

To improve preventative maintenance procedures and schedules.

To improve bus cleaning levels and procedures.

To establish performance indicators.

DEPARTMENT: TRANSPORTATION
 PROGRAM : H.S.R.
 ACTIVITY : MAINTENANCE-SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
1000	SALARIES, WAGES & BENEFITS	6,926,600	6,393,604	7,129,340	2.93%
1500	ADMINISTRATIVE EXPENSES	252,100	247,447	256,200	1.63%
2000	VEHICLE EXPENSES	6,331,700	6,351,645	6,364,720	0.52%
2700	GARAGE EXPENSES	227,000	464,678	370,100	63.04%
2600	UTILITIES	488,500	411,159	466,800	-4.44%
3700	BUILDING AND PLANT EXPENS	1,368,000	1,029,080	1,127,840	-17.56%
3400	REVENUE AND RECOVERY	(1,250,600)	(1,216,537)	(1,239,200)	-0.91%
3300	DEMONSTRATION PROJECT	25,000	71,560	40,000	60.00%
TOTAL MAINTENANCE		14,368,300	13,752,635	14,515,800	1.03%

NOTES:

- 1101 -INCLUDES TWO NEW POSITIONS (WEEKEND GARAGE SUPERINTENDANT AND SUPERVISOR OF TECHNICAL TRAINING) REPLACING TWO FOREMEN POSITIONS FROM ACCOUNT 1102.
- 3738 -IN 1989 WE HAVE BUDGETED \$154,000 TO ACCOMODATE WORK BEING DONE BY OUTSIDE PARTIES.
 OFFSETTING SAVINGS HAVE BEEN REFLECTED THROUGHOUT THE MAINTENANCE BUDGET.
- 2707 -THESE COSTS REPRESENT SMALL CONSUMABLE SUPPLIES (NUTS, BOLTS, ECT.)WHICH
 2713 HAVE BEEN INCREASING IN NUMBERS AS A RESULT OF NEW AND CHANGING EQUIPMENT.
- 3356 -INCLUDES \$15,000 FOR CONSULTING WORK REQUIRED TO DEVELOP SPECIFICATIONS FOR THE NEW TROLLEYS.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/H.S.R.
ACTIVITY: OPERATIONS

STATEMENT OF PURPOSE:

To transport people on buses and trolly coaches in a safe, efficient and orderly manner.

To ensure that the services are provided in accordance with the schedules and routes established by the System.

To administer the day-to-day tasks of transit services as it relates to drivers, route inspectors and supervisors.

OBJECTIVES:

To provide the best possible transit service using the most cost-efficient methods of allocating personnel and equipment.

DEPARTMENT: TRANSPORTATION
 PROGRAM : H.S.R.
 ACTIVITY : OPERATIONS-SUMMARY

<u>ACCOUNT</u>	<u>DESCRIPTION</u>	<u>1988 BUDGET</u>	<u>1988 ACTUAL</u>	<u>1989 BUDGET</u>	<u>% INC./DECR. TO 1988 BUDGET</u>
501	ADMINISTRATION	2,449,400	2,347,826	2,393,255	-2.29%
505	DIRECT DRIVING	19,461,200	18,778,472	20,191,932	3.75%
TOTAL OPERATIONS		21,910,600	21,126,298	22,585,187	3.08%

NOTES:

2308-501 -INCREASE NUMBER OF FORMS BEING USED TO PROVIDE OPERATIONAL INFORMATION ON
 VARIOUS TICCS SYSTEMS.

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/H.S.R.
ACTIVITY: MARKETING & CUSTOMER SERVICES

STATEMENT OF PURPOSE:

To undertake planning; to undertake research; to evaluate the effectiveness; to develop new service requirements and generally propose long and short term plans; to develop schedules and runs necessary to assure the best possible transit service through the most efficient use of present and future resources.

OBJECTIVES:

To obtain, summarize and utilize current data; to develop the long and short-term plans; to introduce new methodology and computerization of scheduling, run cutting, telephone information clerk aids and passenger information services; to update and stream line budget mileage procedures; to reduce average travel time.

DEPARTMENT: TRANSPORTATION

PROGRAM : H.S.R.

ACTIVITY : MARKETING & CUSTOMER SERVICES-SUMMARY

<u>ACCOUNT</u>	<u>DESCRIPTION</u>	<u>1988 BUDGET</u>	<u>1988 ACTUAL</u>	<u>1989 BUDGET</u>	<u>% INC./DECR. TO 1988 BUDGET</u>
701	ADMINISTRATION	232,300	180,880	219,630	-5.45%
703	OPERATIONAL DESIGN	169,800	179,334	175,220	3.19%
704	PLANNING	266,400	234,594	273,300	2.59%
705	CUSTOMER SERVICES	676,400	591,808	704,615	4.17%
TOTAL M. & C.S.		1,344,900	1,186,616	1,372,765	2.07%

NOTES:

-THIS WORK GROUP REQUIRES A PLANNING SUPERVISOR TO MEET THE WORKLOAD REQUIREMENTS IN 1989. A POSITION IS PLANNED TO BE CREATED WHICH WILL HAVE NO BUDGET IMPACT AS THE DIRECTOR'S POSITION HAS NOT BEEN FILLED.

-ALSO RELECTS A REDUCTION OF \$30,000 FOR THE TROLLEY STUDY WHICH WAS MOVED TO CAPITAL ACCOUNTS IN 1989.

DEPARTMENT: TRANSPORTATION
PROGRAM : H.S.R.
ACTIVITY : EXECUTIVE SERVICES-SUMMARY

<u>ACCOUNT</u>	<u>DESCRIPTION</u>	<u>1988 BUDGET</u>	<u>1988 ACTUAL</u>	<u>1989 BUDGET</u>	<u>% INC./DECR. TO 1988 BUDGET</u>
801	ADMINISTRATION	165,600	177,450	176,050	6.31%
	TOTAL EXECUTIVE SERVICES	165,600	177,450	176,050	6.31%

NOTES:

3515-801 -INCLUDES \$10,000 FOR MEMBERSHIP IN THE AMERICAN PUBLIC TRANSIT ASSOC. AS APPROVED BY COMMITTEE AND COUNCIL.

DEPARTMENT: TRANSPORTATION
 PROGRAM : H.S.R.
 ACTIVITY : REVENUES

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
5023-000	CASH FARES	9,669,000	9,524,817	9,978,000	3.20%
5024-000	TICKET FARES	4,163,000	4,140,326	4,568,000	9.73%
5025-000	PASS FARES	7,434,000	6,804,383	7,265,000	-2.27%
5026-000	ADVERTISING	350,000	340,430	505,000	44.29%
5027-000	ADVERTISING-SHELTERS	290,000	335,217	450,000	55.17%
5030-000	STUDENT I.D.	10,500	10,848	36,000	242.86%
5032-000	SPECIAL EVENT ROUTES	20,000	12,464	20,000	0.00%
5072-000	INTEREST REVENUE	15,000	10,525	15,000	0.00%
5049-000	PROVINCIAL SUBSIDY	8,501,531	8,353,025	8,827,808	3.84%
5050-000	T.A.T.O.A. SUBSIDY	124,726	144,338	147,131	17.96%
5007-000	ANCASTER AGREEMENT	150,600	156,972	237,516	57.71%
5008-000	DUNDAS AGREEMENT	237,200	192,823	202,282	-14.72%
5009-000	STONE CREEK AGREEMENT	597,500	519,114	612,125	2.45%
5053-000	GENERAL SUPPORT GRANT	575,000	575,000	575,000	0.00%
5075-000	HAMILTON LEVY	9,591,743	9,591,743	10,143,496	5.75%
5080-000	MISC.REVENUES	300	128,688	300	0.00%
5081-000	FARE STABILIZATION	3,598,000	3,399,048	3,578,000	-0.56%
TOTAL REVENUES		45,328,100	44,239,761	47,160,658	4.04%

DEPARTMENT: TRANSPORTATION
PROGRAM : H.S.R.
ACTIVITY : EXPENDITURES

<u>ACCOUNT</u>	<u>DESCRIPTION</u>	<u>1988 BUDGET</u>	<u>1988 ACTUAL</u>	<u>1989 BUDGET</u>	<u>% INC./DECR. TO 1988 BUDGET</u>
4006-101	CONTRIBUTION TO CAPITAL	226,000	226,000	236,000	4.42%
4657-101	DEBT CHARGES	1,705,000	1,738,906	2,060,000	20.82%
TOTAL CAPITAL EXPENDITURE		1,931,000	1,964,906	2,296,000	18.90%

THE HAMILTON STREET RAILWAY COMPANY

ROUTE ANALYSIS

THE HAMILTON STREET RAILWAY COMPANY
1989/1988 MILEAGE BUDGET COMPARISON

ROUTES	1988 BUDGET	1989 BUDGET	% CHANGE INC/(DEC)
ABERDEEN	164,273	163,211	(0.65)
ANCASTER LOCAL	19,845	45,793	130.75
ANCASTER SPINE	51,030	55,913	9.57
BARTON	842,204	891,119	5.81
BAYFRONT/NASH	406,783	384,283	(5.53)
BEELINE EXPRESS	221,628	221,881	0.11
BURLINGTON	190,145	221,444	16.46
CANNON	223,598	221,961	(0.73)
COLLEGE	126,899	102,666	(19.10)
CONFEDERATION PARK	11,538	12,300	6.60
DUN/DEL/WH/MW	1,361,393	1,335,796	(1.88)
DUNDAS LOCAL	34,101	18,975	(44.36)
FENNELL	494,505	606,245	22.60
GARTH	100,489	101,959	1.46
KING	732,591	729,188	(0.46)
LIMERIDGE/HERITAGE	140,907	153,556	8.98
LOCKE	101,338	100,821	(0.51)
MOHAWK	281,530	275,915	(1.99)
NASH	104,635	157,105	50.15
OTTAWA/SHERMAN	71,783	57,937	(19.29)
PARKDALE	389,460	386,541	(0.75)
ROCK GARDENS	3,456	2,574	(25.52)
SANATORIUM	251,598	236,354	(6.06)
S.C. CENTRAL	192,277	188,984	(1.71)
S.C. LOCAL	61,068	56,308	(7.79)
UNIVERSITY	150,659	113,129	(24.91)
UPPER GAGE	360,956	364,203	0.90
UPPER JAMES	445,680	429,103	(3.72)
UPPER KENILWORTH	284,254	288,700	1.56
UPPER OTTAWA	312,974	322,026	2.89
UPPER PARADISE	198,791	199,724	0.47
UPPER SHERMAN	282,835	301,987	6.77
UPPER WENT/WEEL	421,235	460,138	9.24
YORK	80,210	79,799	(0.51)
SPECIAL EVENTS	22,542	0	(100.00)
GRAND TOTAL	9,139,210	9,287,638	1.62

THE HAMILTON STREET RAILWAY
ROUTE COSTS AND ALLOCATION OF DEFICIT
1988 BUDGET

CROSS

ROUTES	TOTAL SUBURBAN MILES	TOTAL REVENUE	ADMIN EXPENSE	TOTAL OPER EXPENSE	MAINTENANCE EXPENSE	TOTAL EXPENSE	GROSS DEFICIT	BOUNDARY SURPLUS	PROVINCIAL SURPLUS	NET DEFICIT	AMCASTER	DUNDAS	STONEY CREEK	HAMILTON /MILE	REV COST /MILE
ABERDEEN	164,273	282,126	163,057	451,595	251,334	885,986	-583,860		162,353	-421,508				421,508	1.72 5.27
AMCASTER LOCAL	19,845	21,944	19,598	36,510	30,362	36,571	-64,627		16,230	-48,397	48,397			0	1.11 4.36
AMCASTER SPINE	51,030	55,176	50,652	92,690	78,075	221,417	-166,241		41,511	-124,730	85,925			38,805	1.08 4.34
BARTON	842,204	3,474,325	835,771	2,283,161	1,298,553	4,407,635	-826,341		826,341	-107,019				107,019	4.13 5.23
BAYFRONT	257,023	445,935	255,121	649,771	393,239	1,298,131	-857,156		243,370	-608,826				608,826	1.74 5.05
BAYFRONT/AMSH	149,760	259,834	148,552	357,019	229,129	734,000	-474,767		137,758	-337,208				337,208	1.74 4.91
BELLEVILLE EXPRESS	221,628	340,849	219,988	405,589	339,086	964,663	-623,814		180,852	-442,961			137,318	305,643	1.54 4.35
BURLINGTON	170,145	213,850	186,778	433,204	290,218	912,760	-679,110		171,159	-404,971				404,971	1.12 4.80
CANNON	223,598	527,783	221,943	622,002	342,100	1,186,046	-658,263		222,357	-435,906				435,906	2.36 5.30
COLLEGE	126,899	67,309	125,760	283,219	174,153	603,332	-536,023		113,111	-422,912				422,912	0.53 4.75
CONFEDERATION PARK	11,538	9,362	11,453	23,364	17,653	52,470	-43,108		9,837	-33,271				33,271	0.81 4.55
DUMFRIES/AM/AM	1,361,393	3,526,997	1,751,318	3,216,605	2,082,901	6,650,824	-3,123,327		1,246,378	-1,876,949			25,571	1,724,688	2.59 4.89
S.C.	18,547														
DUNDAS	91,391											126,670			
DUNDAS LOCAL	34,101	27,284	33,649	77,941	52,174	163,964	-176,680		30,739	-105,941		105,941		0	0.80 4.81
FENNELL	494,505	1,000,778	490,845	1,008,314	756,532	2,255,741	-1,254,963		422,900	-832,063				832,063	2.02 4.56
GARTH	100,489	395,684	99,745	240,150	153,746	493,641	-97,957		92,546	-5,411				5,411	3.94 4.91
KING	732,591	3,216,522	777,169	1,784,161	1,120,848	3,812,178	-615,657		718,446	102,770			-31,865	-70,975	4.39 5.23
LITHERIDGE/HERITAGE	140,907	209,241	139,864	366,259	215,585	721,708	-512,467		135,304	-377,164			0	377,163	1.48 5.12
LOCKE	101,338	558,376	100,588	376,512	155,045	632,145	-373,750		118,513	-255,237				255,237	2.55 6.24
MONARK	281,530	571,209	279,447	620,346	430,735	1,330,528	-755,319		249,444	-509,875				509,875	2.03 4.73
NASH	104,635	332,117	103,061	278,574	160,089	542,524	-210,407		101,711	-108,696				108,696	3.17 5.18
OTTAWA	28,378	9,721	28,168	79,622	43,418	151,708	-141,487		28,348	-113,139			143,863	113,139	0.34 5.33
PARKDALE	389,460	478,467	386,578	875,345	595,865	1,837,798	-1,359,320		344,543	-1,014,777				876,614	1.23 4.72
ROCK GARDENS	3,456	2,218	3,430	8,144	5,288	16,862	-14,644		3,161	-11,463				11,463	0.64 4.88
SANATORIUM/AMCASTER	251,598	368,786	249,736	538,402	384,939	1,173,077	-804,292		219,925	-584,366	7,135			577,231	1.47 4.66
SHERMAN	4,704	5,643	4,669	13,084	7,197	24,950	-19,307		4,678	-14,630				14,630	1.30 5.30
SHERMAN/OTTAWA	38,701	42,188	38,415	108,100	59,212	205,926	-163,738		38,807	-125,132				125,132	1.99 5.32
S.C. CENTRAL	192,277	168,772	190,854	436,163	294,180	921,197	-752,424		177,703	-576,721			179,713	400,097	0.88 4.79
S.C. LOCAL	61,068	129,733	60,516	159,059	93,413	313,107	-183,375		58,701	-124,674			124,674	0	2.12 5.13
UNIVERSITY/AMCASTER	150,659	330,479	149,544	369,740	230,505	749,789	-419,310		140,568	-278,742	7,460			271,282	2.19 4.98
UPPER GAGE	360,956	795,779	358,285	734,998	552,255	1,675,527	-879,748		314,123	-565,625				565,625	2.20 4.64
UPPER JAMES	445,680	1,004,520	442,382	1,039,556	681,881	2,163,818	-1,159,299		405,667	-753,632				753,632	2.25 4.86
UPPER KENILWORTH	284,254	578,676	282,150	603,138	434,902	1,320,391	-741,715		247,543	-494,171				494,171	2.04 4.65
UPPER OTTAWA	312,974	666,565	310,658	668,382	478,843	1,457,883	-791,318		273,320	-467,383				517,998	2.13 4.66
UPPER PARADISE	198,791	306,370	197,320	443,373	304,146	744,319	-644,519		177,136	-467,383				467,383	1.51 4.75
UPPER SHERMAN	282,835	574,428	280,742	641,603	432,731	1,355,076	-780,649		254,046	-526,602				526,602	2.03 4.79
UPPER WELLINGTON	203,347	432,315	201,342	565,050	311,116	1,078,009	-645,573		202,102	-443,571				443,571	2.13 5.30
UPPER WENTWORTH	217,888	614,155	216,276	505,639	333,364	1,055,276	-441,124		197,841	-243,283				243,283	2.82 4.84
YORK	80,210	212,298	79,616	303,775	122,770	506,040	-293,762		94,875	-178,888				198,888	2.65 6.31

GRAND TOTAL	9,116,648	600,011	21,951,800	9,049,200	21,910,600	13,948,300	44,908,100	22,956,300	127,950	8,419,249	-14,414,072	148,918	237,630	578,274	13,453,249	2.41 4.93
REGIONAL SUPPORT GRANT																575,000
FARE SUBSIDIZATION																3,598,000
CITY OF HAMILTON																5,780,349

THE HAMILTON STREET RAILWAY
ROUTE COSTS AND ALLOCATION OF DEFICIT
1989 BUDGET

ROUTES	TOTAL MILES	SUMMARY MILES	TOTAL REVENUE	ADMIN EXPENSE	TOTAL OFFER EXPENSE	TOTAL			GROSS DEFICIT	BOUNDARY SURSIDY	PROVINCIAL SURSIDY	NET DEFICIT	ANCASTER	DUNDAS	STONEY CREEK	HAMILTON	REV /MILE
						MAINTENANCE EXPENSE	TOTAL EXPENSE	TOTAL EXPENSE									
ABERDEEN	163,211		312,641	176,778	467,309	255,285	899,372	899,372	(586,731)	168,350		(418,381)				418,381	1.83
ANCASTER LOCAL	45,793	45,793	20,786	49,600	93,453	70,782	213,835	213,835	(193,048)	40,027		(153,022)	135,088			17,934	0.43
ANCASTER SPINE	55,913	43,010	38,823	60,561	103,109	86,662	250,332	250,332	(211,510)	46,859		(164,631)	102,428			62,223	0.66
BARTON	891,119		3,562,306	965,193	2,439,755	1,393,836	4,798,784	4,798,784	(1,236,476)	898,264		(338,211)				338,211	3.82
BEAUFORT/NAASH	384,283		714,843	416,226	998,058	601,073	2,015,357	2,015,357	(1,300,515)	377,246		(923,268)				923,268	1.78
BEELINE EXPRESS	221,881	23,782	478,017	240,325	414,896	346,614	1,001,835	1,001,835	(523,817)	187,529		(336,288)		36,045		300,244	2.06
BURLINGTON	221,444	49,678	176,938	239,851	439,268	345,453	1,024,572	1,024,572	(847,632)	191,785		(508,718)				508,718	0.76
CANNON	221,861		601,480	240,411	631,192	347,178	1,218,781	1,218,781	(617,302)	228,139		(389,163)				389,163	2.59
COLLEGE	102,666		183,175	111,200	261,177	160,584	532,961	532,961	(349,787)	99,763		(250,024)				250,024	1.70
CONFEDERATION P	12,300		14,687	13,322	33,574	19,239	66,136	66,136	(51,448)	12,380		(39,069)				39,069	1.14
DUN/DEL/AM/PA	1,335,796		3,361,337	1,446,834	3,217,092	2,087,356	6,751,282	6,751,282	(3,389,946)	1,263,745		(2,126,201)				1,952,229	2.40
S.C.		18,496					0	0	0	0		0		29,440		0	
DUNDAS		90,803					0	0	0	0		0		144,532		0	
DUNDAS LOCAL	18,975		17,516	20,552	42,717	29,329	92,599	92,599	(75,083)	17,333		(57,750)				0	0.88
FEWELL	606,245		903,851	656,639	1,208,818	948,253	2,813,710	2,813,710	(1,909,859)	526,687		(1,383,173)				1,383,173	1.42
GARTH	101,959		230,861	110,434	249,074	159,478	518,986	518,986	(288,125)	97,147		(190,878)				190,878	2.16
KING	729,188	22,464	3,178,369	789,802	2,022,848	1,140,138	3,952,788	3,952,788	(774,419)	739,906		(34,513)		1,063		33,450	4.16
LIMERIDGE/HERIT	153,556	28,465	189,729	166,320	393,714	239,658	799,692	799,692	(609,963)	149,691		(460,272)		0		460,272	1.18
LOCKE	100,821		216,591	109,202	381,371	157,698	648,271	648,271	(431,680)	121,347		(310,333)				310,333	2.05
MOHAWK	275,915		556,104	298,850	612,883	431,570	1,343,303	1,343,303	(787,199)	251,447		(535,752)				535,752	1.92
NASH	157,105		383,882	170,164	427,190	245,734	843,089	843,089	(459,207)	157,814		(301,393)				301,393	2.33
OTTAWA/SHERMAN	57,937		57,452	62,753	165,631	90,622	319,006	319,006	(261,554)	59,713		(201,841)				201,841	0.95
PARKDALE	386,541	59,309	556,749	418,672	853,242	603,510	1,875,424	1,875,424	(1,318,675)	351,053		(967,622)		148,467		819,155	1.38
ROCK GARDENS	2,574		3,395	2,788	6,037	4,026	12,851	12,851	(9,456)	2,405		(7,050)	0			7,050	1.26
SANATORIUM	236,354	0	398,282	256,001	526,834	369,691	1,152,525	1,152,525	(754,244)	215,736		(538,507)				538,507	1.61
S.C. CENTRAL	188,984	156,857	404,152	204,693	421,889	292,703	919,286	919,286	(515,134)	172,077		(343,057)				58,319	2.04
S.C. LOCAL	56,308		126,266	60,989	145,571	87,035	293,594	293,594	(167,328)	54,957		(112,371)				0	2.14
UNIVERSITY	113,129	0	471,888	122,533	349,792	176,950	649,274	649,274	(177,386)	121,535		(55,851)	0			55,851	3.98
UPPER GAGE	364,203		860,085	394,477	780,164	569,665	1,744,306	1,744,306	(884,220)	326,509		(557,711)				557,711	2.26
UPPER JAMES	429,103		1,115,252	464,772	997,378	621,178	2,133,328	2,133,328	(1,018,076)	399,329		(618,747)				618,747	2.48
UPPER KENILWORTH	288,700		577,192	312,698	626,685	451,567	1,390,951	1,390,951	(813,759)	260,366		(553,392)				553,392	1.91
UPPER OTTAWA	322,026	2,530	671,130	348,794	692,700	503,647	1,545,142	1,545,142	(874,012)	289,229		(584,783)				584,783	1.99
UPPER PARADISE	199,724		429,773	216,326	454,504	312,396	983,226	983,226	(553,453)	184,046		(369,407)				369,407	2.06
UPPER SHERMAN	301,987		632,631	327,090	695,226	472,350	1,494,666	1,494,666	(862,035)	279,780		(582,255)				582,255	2.00
UPPER WENT/HELL	460,138		1,159,030	498,387	1,124,052	719,721	2,342,159	2,342,159	(1,183,129)	438,419		(744,710)				744,710	2.41
YORK	79,799		232,087	86,432	307,983	124,817	519,232	519,232	(287,145)	97,193		(189,952)				189,952	2.78

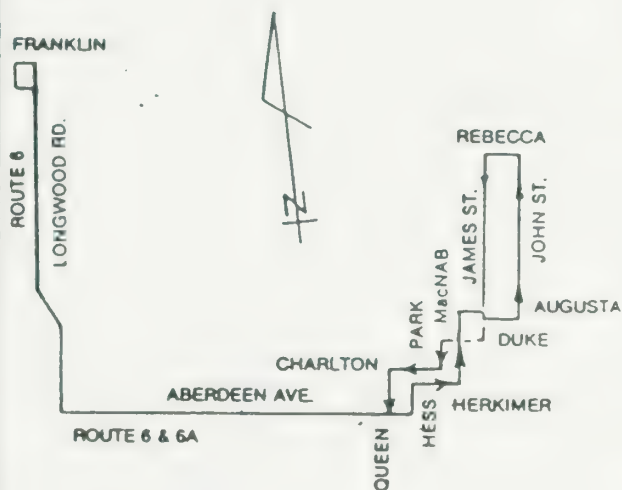
GRAND TOTAL	9,287,638	616,470	22,837,300	10,059,671	22,585,186	14,515,800	47,160,657	47,160,657	(24,323,357)	147,131	8,827,808	-15,348,419	237,516	202,282	612,124	14,296,496	2.35
REGIONAL SUPPORT GRANT																	
FARE STABILIZATION																	
CITY OF HAMILTON																	
575,000																	
3,578,000																	
10,143,496																	

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 6-6A
 NAME ABERDEEN
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	438,979	460,360
Live Miles	155,698	155,050
Deadhead Miles	8,575	8,161
Total Route Miles	164,273	163,211
Direct Driving Hours	16,913	17,128
Total Revenue Farebox	273,310	298,591
Other Revenue	8,816	14,050
Total Revenue	282,126	312,641
Revenue/Mile	1.72	1.92
Subsidies	583,860	586,731
Direct Driving Cost	256,062	271,586
Other Op'g Cost	609,924	627,786
Total Route Cost	865,986	899,372
Cost/Mile	5.27	5.51
Passenger Revenue per Cost Ratio	.33	.35

THE HAMILTON STREET RAILWAY COMPANY

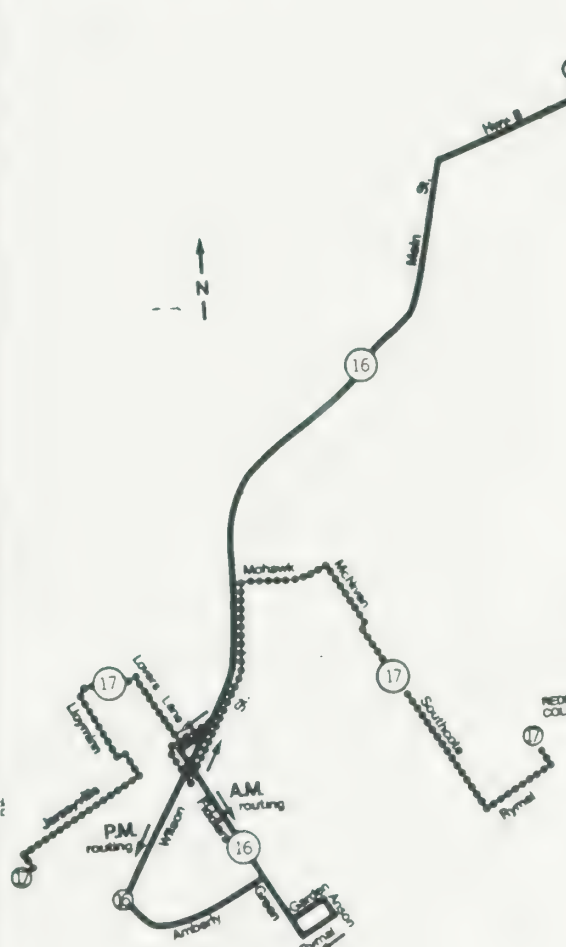
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 17

NAME ANCASTER LOCAL

LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	30,675	30,471
Live Miles	18,654	43,045
Deadhead Miles	<u>1,191</u>	<u>2,748</u>
Total Route Miles	<u>19,845</u>	<u>45,793</u>
Direct Driving Hours	1,367	3,426
Total Revenue Farebox	21,258	19,852
Other Revenue	<u>686</u>	<u>934</u>
Total Revenue	<u>21,944</u>	<u>20,786</u>
Revenue/Mile	1.11	.45
Subsidies	64,626	193,049
Direct Driving Cost	20,702	54,312
Other Op'g Cost	<u>65,868</u>	<u>159,523</u>
Total Route Cost	<u>86,570</u>	<u>213,835</u>
Cost/Mile	4.36	4.67
Passenger Revenue per Cost Ratio	.25	.10

THE HAMILTON STREET RAILWAY COMPANY

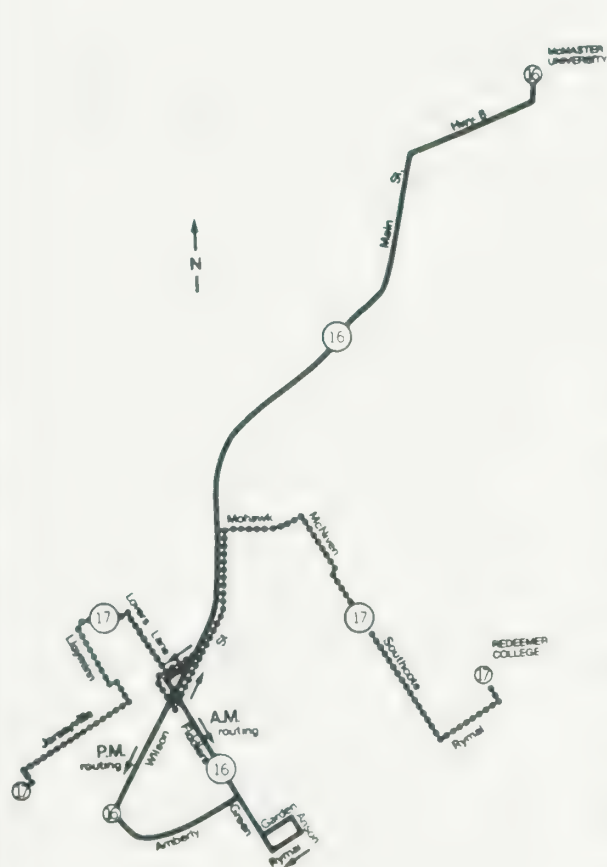
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 16

NAME ANCASTER SPINE

LEVEL OF SERVICE

Estimated
Passengers
CarriedBudget
1988

77,050

Budget
1989

62,775

Live Miles
Deadhead Miles

47,968

52,558

3,062

3,355

Total Route Miles

51,030

55,913

Direct Driving Hours

3,471

3,780

Total
Revenue Farebox

53,452

37,078

Other Revenue

1,724

1,745

Total Revenue

55,176

38,823

Revenue/Mile

1.08

.69

Subsidies

166,241

211,509

Direct Driving Cost

52,557

59,924

Other Op'g Cost

168,860

190,408

Total Route Cost

221,417

250,332

Cost/Mile

4.34

4.48

Passenger Revenue
per Cost Ratio

.25

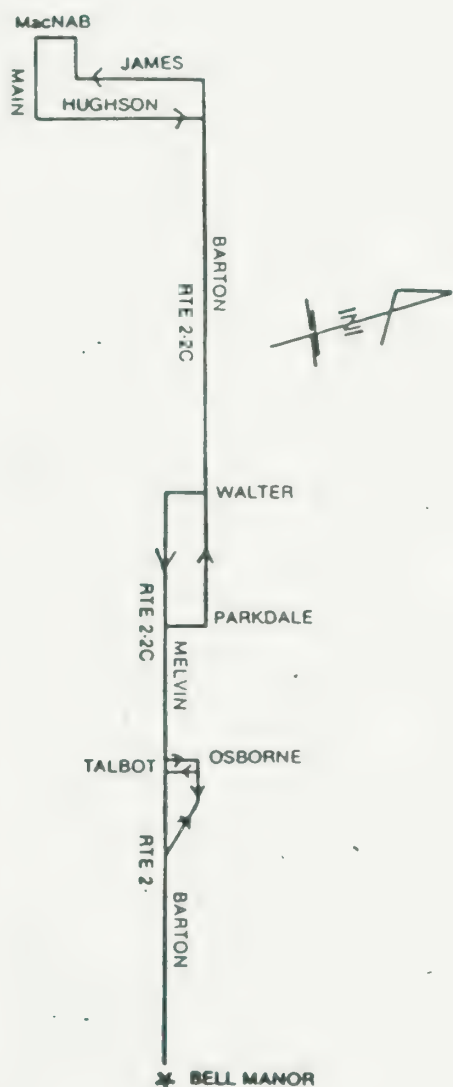
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THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 2-2C
 NAME BARTON
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passenger Carried	5,010,138	4,729,701
Live Miles	816,348	864,385
Deadhead Miles	<u>25,856</u>	<u>26,734</u>
Total Route Miles	<u>842,204</u>	<u>891,119</u>
Direct Driving Hours	85,508	89,427
Total Revenue Farebox	3,365,760	3,402,219
Other Revenue	<u>108,565</u>	<u>160,089</u>
Total Revenue	<u>3,474,325</u>	<u>3,562,308</u>
Revenue/Mile	4.13	4.00
Subsidies	933,359	1,236,476
Direct Driving Cost	1,294,591	1,417,910
Other Op'g Cost	<u>3,113,093</u>	<u>3,380,874</u>
Total Route Cost	<u>4,407,684</u>	<u>4,798,784</u>
Cost/Mile	5.23	5.39
Passenger Revenue per Cost Ratio	.79	.74

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

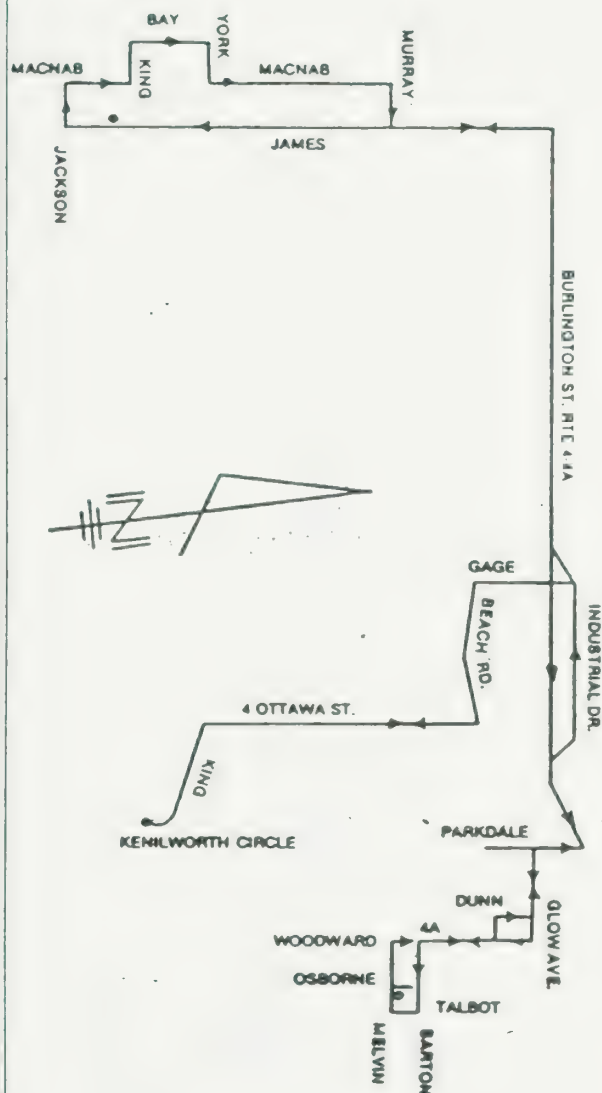
ROUTE #

4

NAME

BAYFRONT

LEVEL OF SERVICE

Estimated
Passenger
Carried

	Budget 1988	Budget 1989
Estimated Passenger Carried	1,123,106	1,065,256

Live Miles

382,967

361,226

Deadhead Miles

23,816

23,057

Total Route Miles

406,783

384,283

Direct Driving Hours

37,706

36,580

Total

Revenue Farebox

683,716

682,718

Other Revenue

22,053

32,125

Total Revenue

705,769

714,843

Revenue/Mile

1.74

1.86

Subsidies

1,327,162

1,300,514

Direct Driving Cost

570,867

580,041

Other Op'g Cost

1,462,064

1,435,316

Total Route Cost

2,032,931

2,015,357

Cost/Mile

5.00

5.24

Passenger Revenue
per Cost Ratio

.35

.35

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

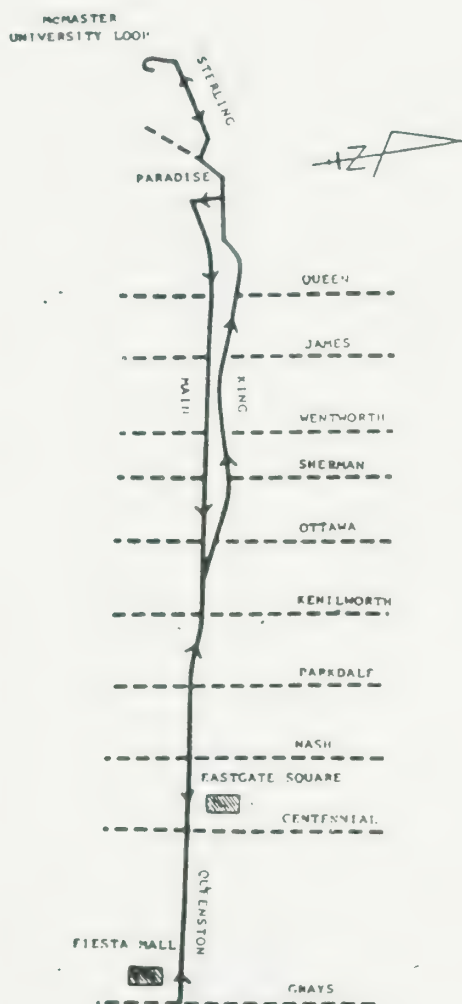
TRANSIT ROUTE INFORMATION

ROUTE #

NAME

BEELINE EXPRESS

LEVEL OF SERVICE

Estimated
Passengers
CarriedBudget
1988Budget
1989

554,354

747,388

Live Miles
Deadhead Miles

188,783

188,599

32,84533,282

Total Route Miles

221,628221,881

Direct Driving Hours

15,190

15,210

Total
Revenue Farebox

330,198

456,535

Other Revenue

10,65121,482

Total Revenue

340,849478,017

Revenue/Mile

1.54

2.15

Subsidies

623,814

523,818

Direct Driving Cost
Other Op'g Cost

229,976

241,125

734,687760,710

Total Route Cost

964,6631,001,835

Cost/Mile

4.35

4.52

Passenger Revenue
per Cost Ratio

.35

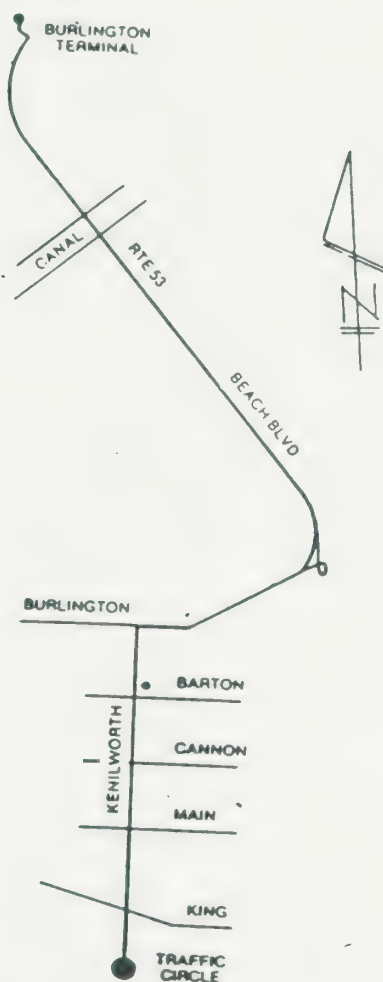
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THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 4A
 NAME BURLINGTON
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	354,634	269,648
Live Miles	179,174	208,157
Deadhead Miles	10,971	13,287
Total Route Miles	190,145	221,444
Direct Driving Hours	16,228	16,101
Total Revenue Farebox	207,167	168,987
Other Revenue	6,683	7,952
Total Revenue	213,850	176,939
Revenue/Mile	1.12	.80
Subsidies	699,110	847,633
Direct Driving Cost	245,691	255,289
Other Op'g Cost	667,269	769,283
Total Route Cost	912,960	1,024,572
Cost/Mile	4.80	4.63
Passenger Revenue per Cost Ratio	.23	.17

THE HAMILTON STREET RAILWAY COMPANY

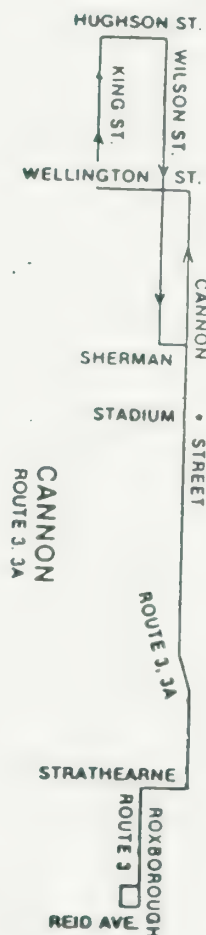
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 3-3A

NAME CANNON

LEVEL OF SERVICE

Estimated
Passengers
CarriedBudget
1988Budget
1989

795,968

838,274

Live Miles

216,957

215,302

Deadhead Miles

6,641

6,659

Total Route Miles

223,598

221,961

Direct Driving Hours

23,295

23,136

Total
Revenue Farebox

511,291

574,450

Other Revenue

16,492

27,030

Total Revenue

527,783

601,480

Revenue/Mile

2.36

2.71

Subsidies

658,262

617,301

Direct Driving Cost

352,686

366,829

Other Op'g Cost

833,359

851,952

Total Route Cost

1,186,045

1,218,781

Cost/Mile

5.30

5.49

Passenger Revenue
per Cost Ratio

.45

.49

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

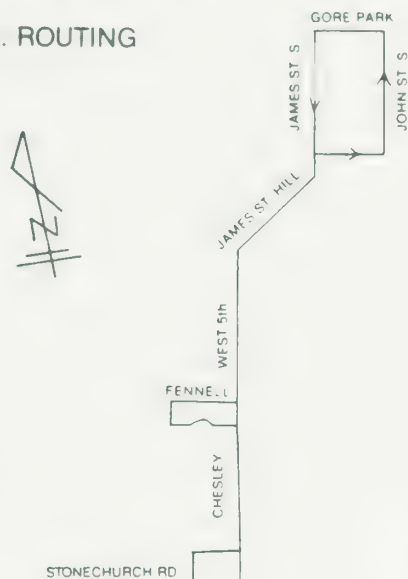
ROUTE

NAME

COLLEGE

LEVEL OF SERVICE

A.M. ROUTING

Budget
1988Budget
1989Estimated
Passengers
Carried

120,291

312,767

Live Miles

105,440

85,213

Deadhead Miles

21,459

17,453

Total Route Miles

126,899

102,666

Direct Driving Hours

10,607

9,574

Total
Revenue Farebox

64,205

174,943

Other Revenue

2,104

8,232

Total Revenue

67,309

183,175

Revenue/Mile

.53

1.78

Subsidies

536,023

349,786

Direct Driving Cost

160,590

151,788

Other Op'g Cost

442,742

381,173

Total Route Cost

603,332

532,961

Cost/Mile

4.75

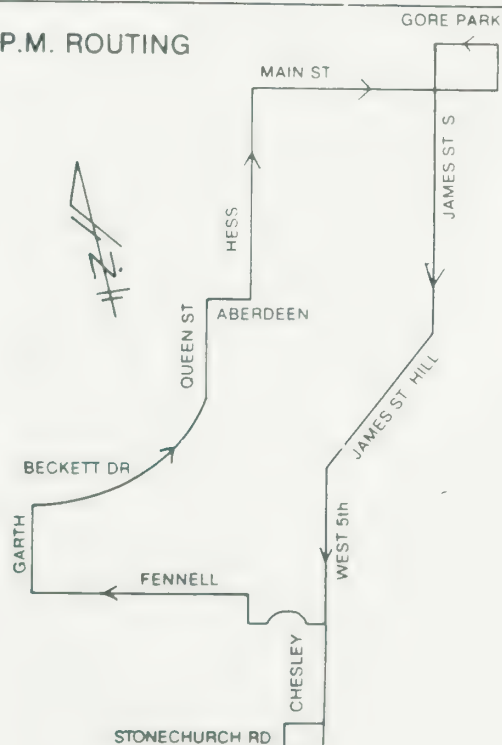
5.19

Passenger Revenue
per Cost Ratio

.11

.34

P.M. ROUTING



THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

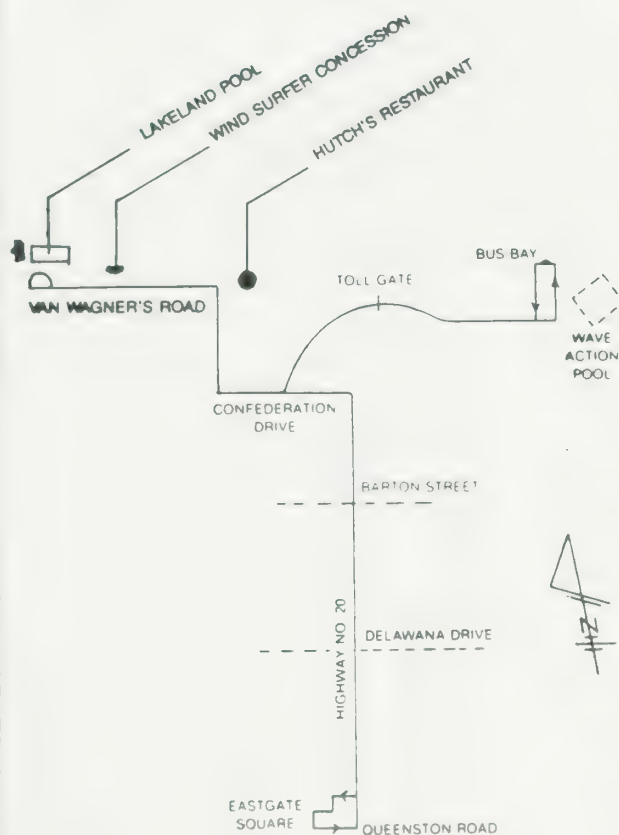
TRANSIT ROUTE INFORMATION

ROUTE #

NAME

CONFEDERATION PARK

LEVEL OF SERVICE

Estimated
Passengers
CarriedBudget
1988Budget
1989

18,985

26,613

Live Miles

10,153

10,824

Deadhead Miles

1,385

1,476

Total Route Miles

11,538

12,300

Direct Driving Hours

875

1,281

Total
Revenue Farebox

9,069

14,027

Other Revenue

293

660

Total Revenue

9,362

14,687

Revenue/Mile

.81

1.19

Subsidies

43,108

51,449

Direct Driving Cost

13,248

19,512

Other Op'g Cost

39,222

46,624

Total Route Cost

52,470

66,136

Cost/Mile

4.55

5.38

Passenger Revenue
per Cost Ratio

.18

.22

THE HAMILTON STREET RAILWAY COMPANY

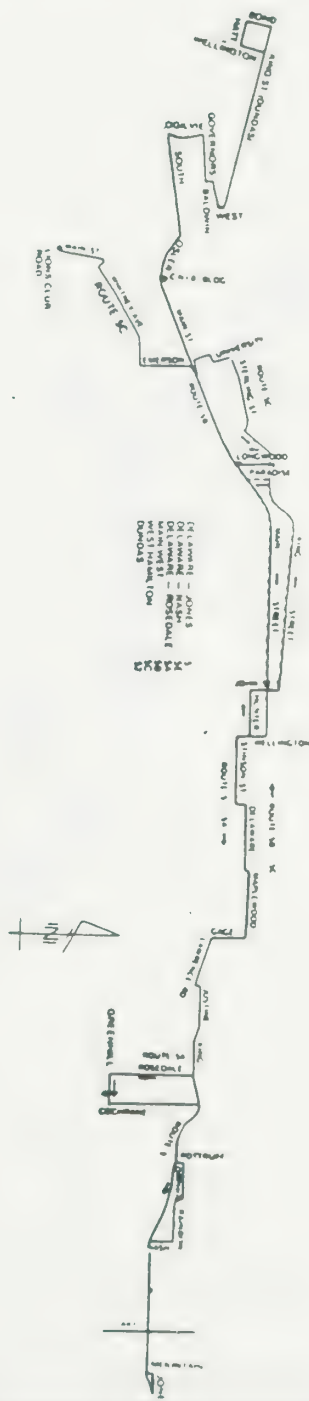
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 5-5A-5B-5C-52

NAME DELAWARE/WEST HAMILTON-MAIN WEST

LEVEL OF SERVICE



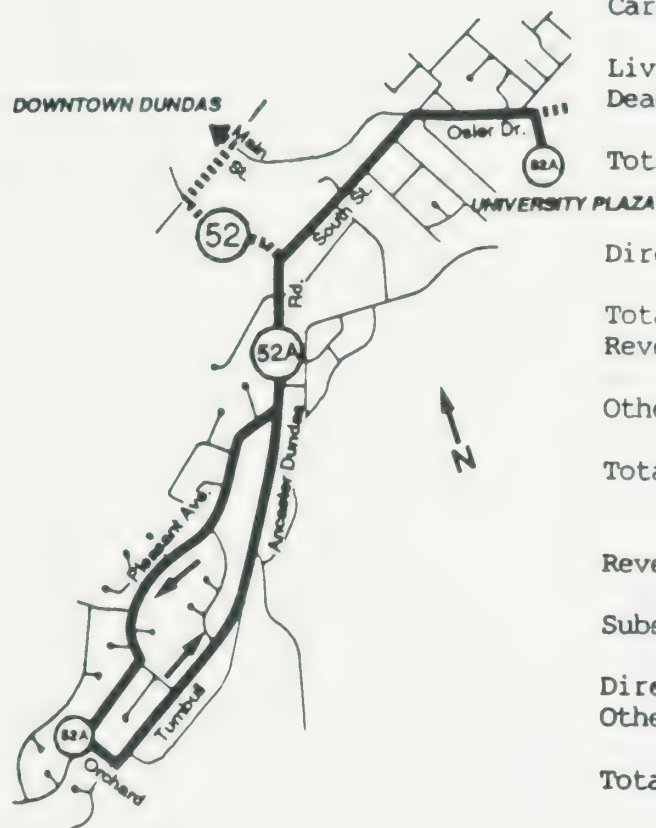
	Budget 1988	Budget 1989
Estimated Passengers Carried	5,065,195	4,482,760
Live Miles	1,275,489	1,255,648
Deadhead Miles	85,904	80,148
Total Route Miles	<u>1,361,393</u>	<u>1,335,796</u>
Direct Driving Hours	120,467	117,924
Total Revenue Farebox	3,416,786	3,210,279
Other Revenue	<u>110,211</u>	<u>151,057</u>
Total Revenue	<u>3,526,997</u>	<u>3,361,336</u>
Revenue/Mile	2.59	2.52
Subsidies	3,123,827	3,389,947
Direct Driving Cost	1,823,870	1,869,675
Other Op'g Cost	<u>4,826,954</u>	<u>4,881,608</u>
Total Route Cost	<u>6,650,824</u>	<u>6,751,283</u>
Cost/Mile	4.89	5.05
Passenger Revenue per Cost Ratio	.53	.50

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 52A
 NAME DUNDAS LOCAL
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	53,810	31,898
Live Miles	23,704	13,283
Deadhead Miles	10,397	5,692
Total Route Miles	<u>34,101</u>	<u>18,975</u>
Direct Driving Hours	2,919	1,566
Total Revenue Farebox	26,431	16,728
Other Revenue	<u>853</u>	<u>787</u>
Total Revenue	<u>27,284</u>	<u>17,515</u>
Revenue/Mile	.80	.92
Subsidies	136,680	75,084
Direct Driving Cost	44,194	24,826
Other Op'g Cost	<u>119,770</u>	<u>67,773</u>
Total Route Cost	<u>163,964</u>	<u>92,599</u>
Cost/Mile	4.81	4.88
Passenger Revenue per Cost Ratio	.17	.19

THE HAMILTON STREET RAILWAY COMPANY

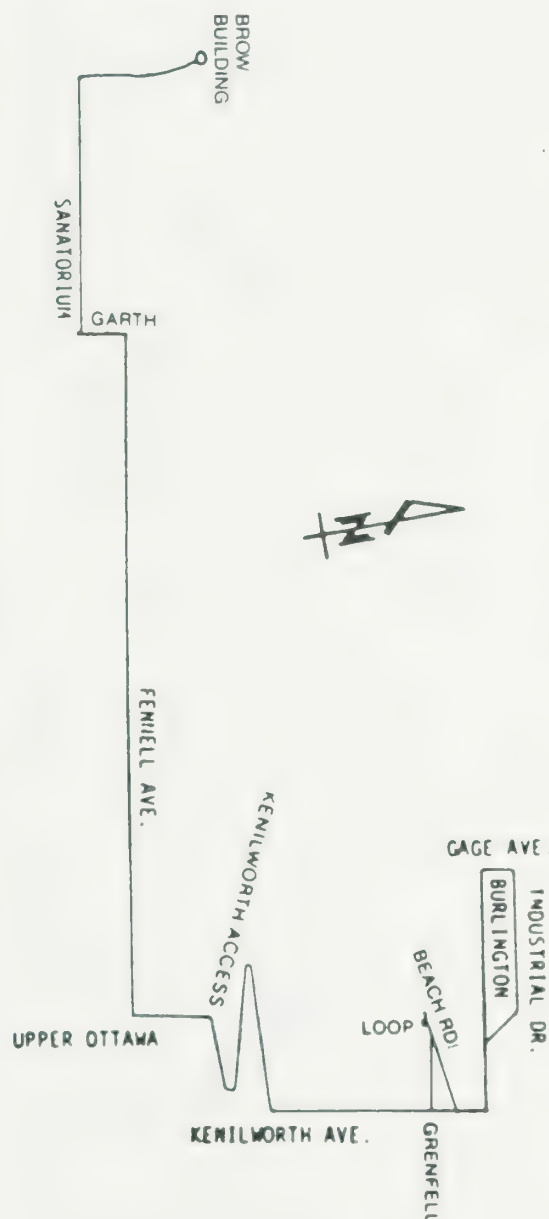
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 31-31A-31B-31C-31D

NAME FENNELL

LEVEL OF SERVICE



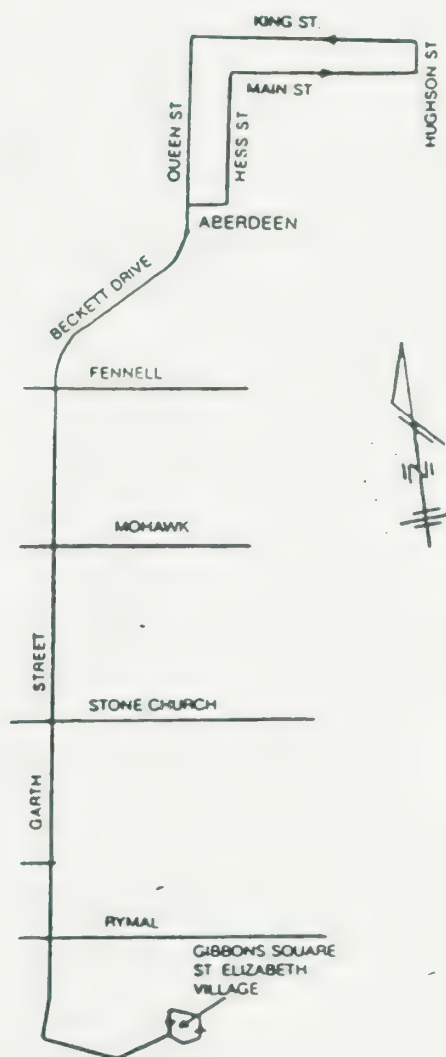
	Budget 1988	Budget 1989
Estimated Passengers Carried	1,605,447	1,368,159
Live Miles	468,494	575,933
Deadhead Miles	<u>26,011</u>	<u>30,312</u>
Total Route Miles	<u>494,505</u>	<u>606,245</u>
Direct Driving Hours	37,763	44,310
Total Revenue Farebox	969,506	863,232
Other Revenue	<u>31,272</u>	<u>40,619</u>
Total Revenue	<u>1,000,778</u>	<u>903,851</u>
Revenue/Mile	2.02	1.49
Subsidies	1,254,963	1,909,859
Direct Driving Cost	571,731	702,528
Other Op'g Cost	<u>1,684,010</u>	<u>2,111,182</u>
Total Route Cost	<u>2,255,741</u>	<u>2,813,710</u>
Cost/Mile	4.56	4.64
Passenger Revenue per Cost Ratio	.44	.32

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 32
 NAME GARTH
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	604,405	330,048
Live Miles	90,832	91,763
Deadhead Miles	9,657	10,196
Total Route Miles	<u>100,489</u>	<u>101,959</u>
Direct Driving Hours	8,994	9,131
Total Revenue Farebox	383,320	220,486
Other Revenue	<u>12,364</u>	<u>10,375</u>
Total Revenue	<u>395,684</u>	<u>230,861</u>
Revenue/Mile	3.94	2.26
Subsidies	97,957	288,125
Direct Driving Cost	136,169	144,754
Other Op'g Cost	<u>357,472</u>	<u>374,232</u>
Total Route Cost	<u>493,641</u>	<u>518,986</u>
Cost/Mile	4.91	5.09
Passenger Revenue per Cost Ratio	.80	.44

THE HAMILTON STREET RAILWAY COMPANY

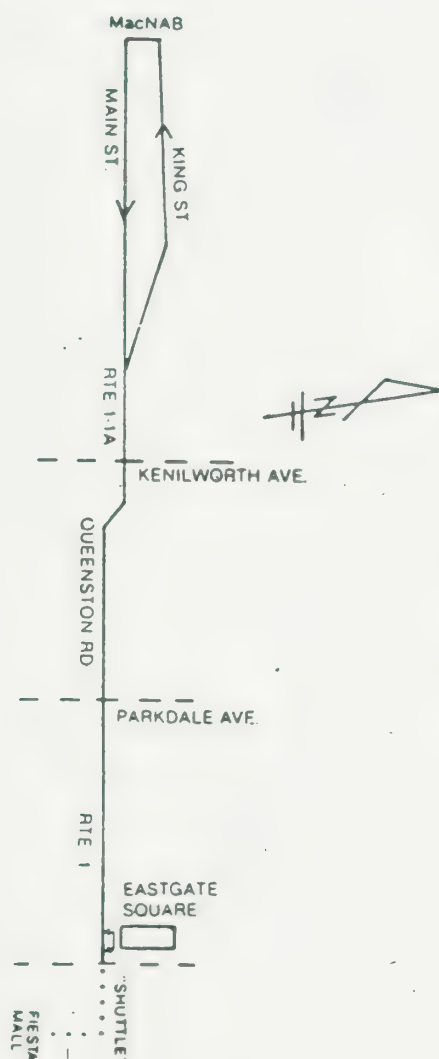
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 1-1A

NAME KING

LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	4,652,128	4,259,193
Live Miles	716,327	714,604
Deadhead Miles	16,264	14,584
Total Route Miles	<u>732,591</u>	<u>729,188</u>
Direct Driving Hours	74,310	74,145
Total Revenue Farebox	3,116,012	3,035,534
Other Revenue	<u>100,510</u>	<u>142,835</u>
Total Revenue	<u>3,216,522</u>	<u>3,178,369</u>
Revenue/Mile	4.39	4.36
Subsidies	615,656	774,419
Direct Driving Cost	1,125,053	1,175,617
Other Op'g Cost	<u>2,707,125</u>	<u>2,777,171</u>
Total Route Cost	<u>3,832,178</u>	<u>3,952,788</u>
Cost/Mile	5.23	5.42
Passenger Revenue per Cost Ratio	.84	.80

THE HAMILTON STREET RAILWAY COMPANY

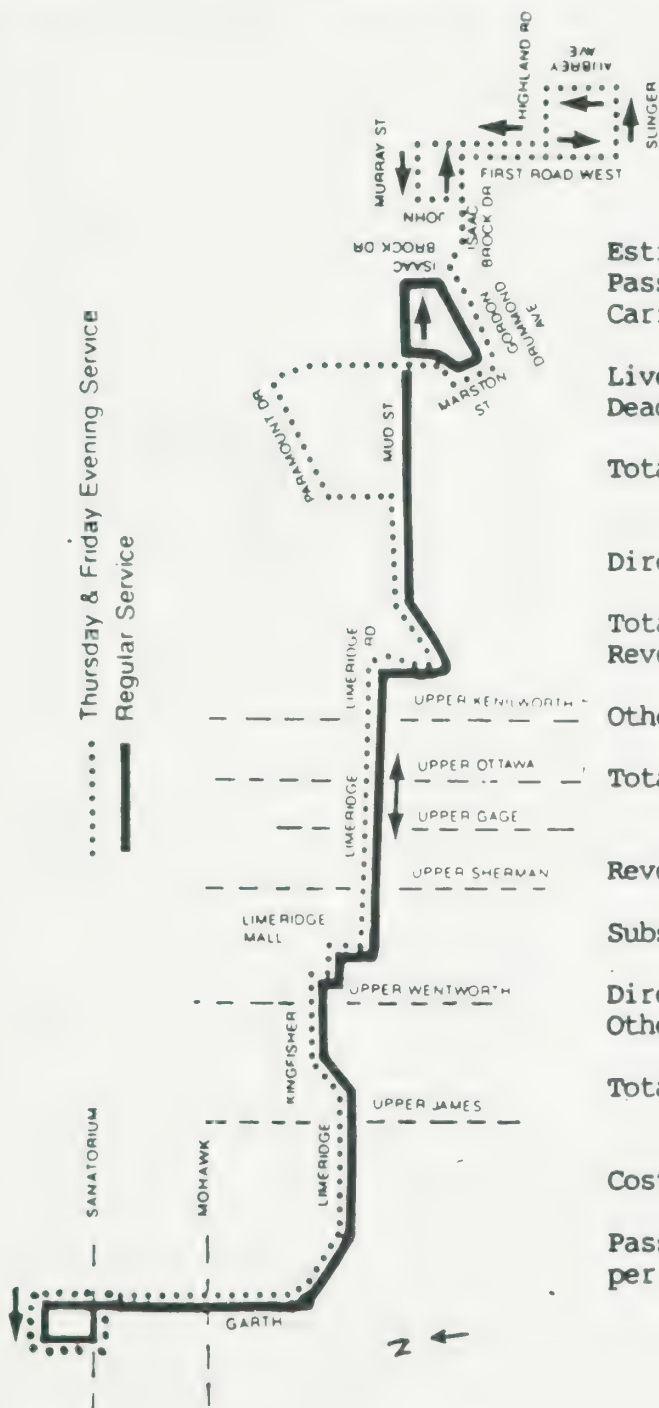
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 45

NAME LIMERIDGE/HERITAGE

..... Thursday & Friday Evening Service
 — Regular Service

Estimated
Passengers
Carried

Budget 1988	Budget 1989
305,013	250,515

Live Miles

132,636	144,343
---------	---------

Deadhead Miles

8,271	9,213
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Total Route Miles

140,907	153,556
---------	---------

Direct Driving Hours

13,717	14,431
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Total
Revenue Farebox

202,703	181,203
---------	---------

Other Revenue

6,538	8,526
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Total Revenue

209,241	189,729
---------	---------

Revenue/Mile

1.48	1.24
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Subsidies

512,467	609,963
---------	---------

Direct Driving Cost

207,675	228,815
---------	---------

Other Op'g Cost

514,033	570,877
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Total Route Cost

721,708	799,692
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Cost/Mile

5.12	5.21
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Passenger Revenue
per Cost Ratio

.29	.24
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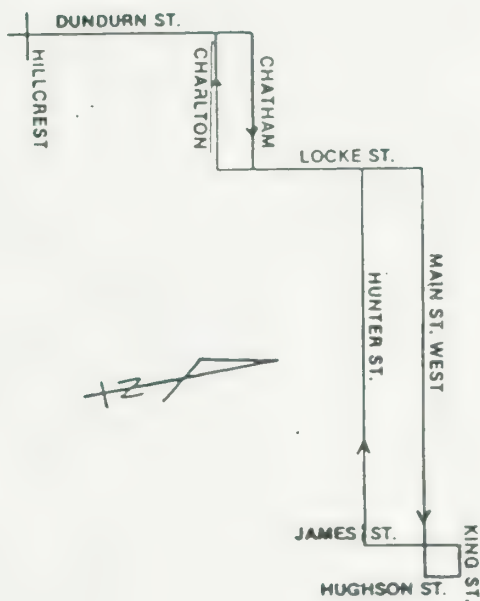
THE HAMILTON STREET RAILWAY COMPANY

Page: 50

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 7
NAME LOCKE
LEVEL OF SERVICE



	<u>Budget 1988</u>	<u>Budget 1989</u>
Estimated Passengers Carried	417,657	326,283
Live Miles	93,393	92,755
Deadhead Miles	<u>7,945</u>	<u>8,066</u>
Total Route Miles	<u>101,338</u>	<u>100,821</u>
Direct Driving Hours	14,101	13,978
Total Revenue Farebox	250,321	206,858
Other Revenue	<u>8,074</u>	<u>9,734</u>
Total Revenue	<u>258,395</u>	<u>216,592</u>
Revenue/Mile	2.55	2.15
Subsidies	373,750	431,679
Direct Driving Cost	213,489	221,641
Other Op'g Cost	<u>418,656</u>	<u>426,630</u>
Total Route Cost	<u>632,145</u>	<u>648,271</u>
Cost/Mile	6.24	6.43
Passenger Revenue per Cost Ratio	.41	.33

THE HAMILTON STREET RAILWAY COMPANY

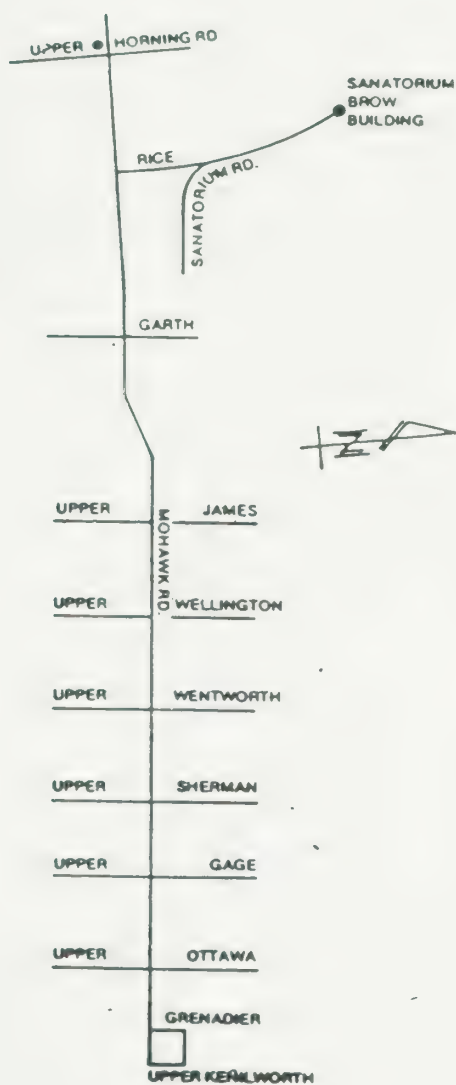
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 41-41A

NAME MOHAWK

LEVEL OF SERVICE

Estimated
Passengers
Carried

Budget 1988	Budget 1989
870,759	787,640
261,964	256,601
19,566	19,314
281,530	275,915
23,233	22,466
553,360	531,113
17,849	24,991
571,209	556,104
2.03	2.02
759,319	787,200
351,747	356,189
978,781	987,115
1,330,528	1,343,304
4.73	4.87
.43	.41

Live Miles
Deadhead Miles

Total Route Miles

Direct Driving Hours

Total
Revenue Farebox

Other Revenue

Total Revenue

Revenue/Mile

Subsidies

Direct Driving Cost
Other Op'g Cost

Total Route Cost

Cost/Mile

Passenger Revenue
per Cost Ratio

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 57
 NAME NASH
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	584,804	629,773
Live Miles	93,041	139,823
Deadhead Miles	<u>11,594</u>	<u>17,282</u>
Total Route Miles	<u>104,635</u>	<u>157,105</u>
Direct Driving Hours	10,433	15,658
Total Revenue Farebox	321,739	366,630
Other Revenue	<u>10,378</u>	<u>17,252</u>
Total Revenue	<u>332,117</u>	<u>383,882</u>
Revenue/Mile	3.17	2.44
Subsidies	210,407	459,207
Direct Driving Cost	157,956	248,270
Other Op'g Cost	<u>384,568</u>	<u>594,819</u>
Total Route Cost	<u>542,524</u>	<u>843,089</u>
Cost/Mile	5.18	5.37
Passenger Revenue per Cost Ratio	.61	.46

THE HAMILTON STREET RAILWAY COMPANY

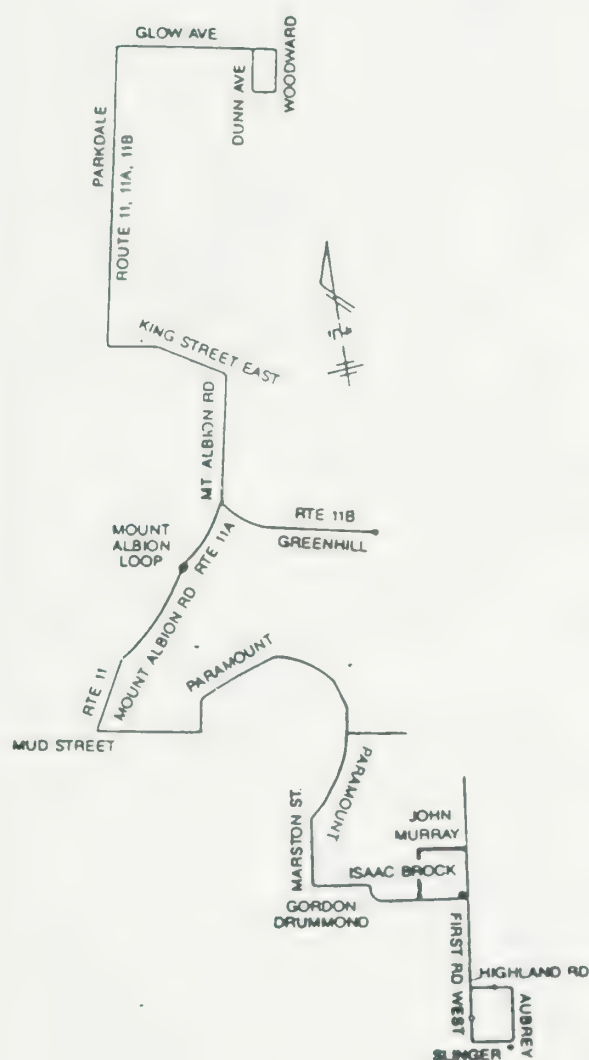
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 11-11A-11B

NAME PARKDALE

LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	918,825	1,011,816
Live Miles	349,930	347,887
Deadhead Miles	<u>39,530</u>	<u>38,654</u>
Total Route Miles	<u>389,460</u>	<u>386,541</u>
Direct Driving Hours	32,034	31,277
Total Revenue Farebox	463,516	531,729
Other Revenue	<u>14,951</u>	<u>25,020</u>
Total Revenue	<u>478,467</u>	<u>556,749</u>
Revenue/Mile	1.23	1.44
Subsidies	1,359,321	1,318,675
Direct Driving Cost	484,995	495,878
Other Op'g Cost	<u>1,352,793</u>	<u>1,379,546</u>
Total Route Cost	<u>1,837,788</u>	<u>1,875,424</u>
Cost/Mile	4.72	4.85
Passenger Revenue per Cost Ratio	.26	.30

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

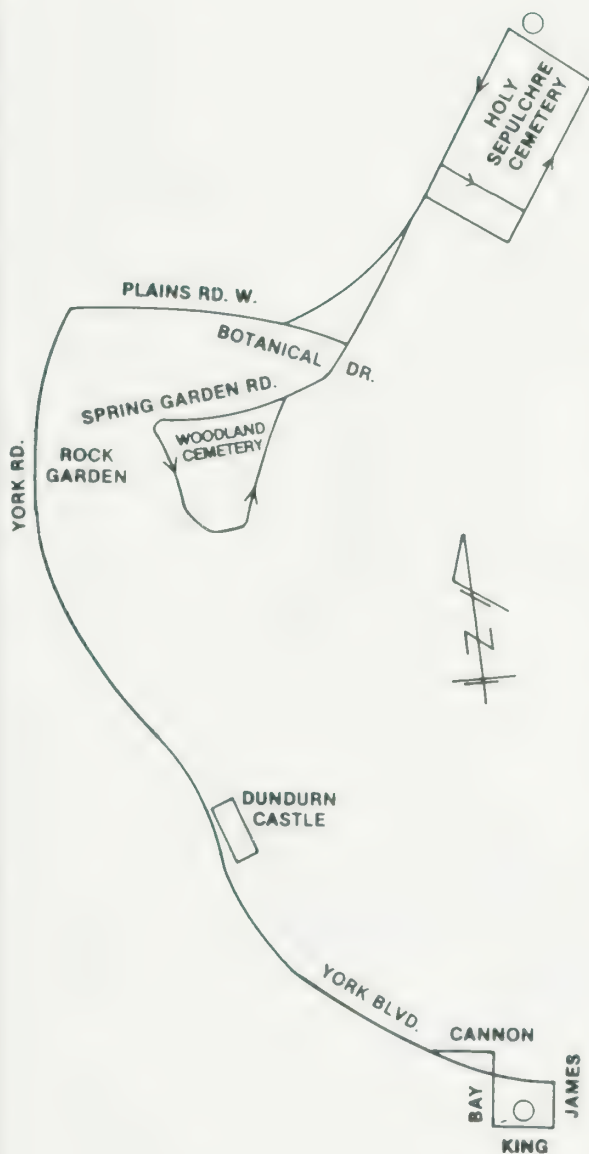
TRANSIT ROUTE INFORMATION

ROUTE #

NAME

ROCK GARDENS

LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	3,728	5,682
Live Miles	3,040	2,265
Deadhead Miles	416	309
Total Route Miles	<u>3,456</u>	<u>2,574</u>
Direct Driving Hours	305	219
Total Revenue Farebox	2,149	3,242
Other Revenue	<u>69</u>	<u>153</u>
Total Revenue	<u>2,218</u>	<u>3,395</u>
Revenue/Mile	.64	1.32
Subsidies	14,644	9,456
Direct Driving Cost	4,618	3,508
Other Op'g Cost	<u>12,244</u>	<u>9,343</u>
Total Revenue Cost	<u>16,862</u>	<u>12,851</u>
Cost/Mile	4.88	4.99
Passenger Revenue per Cost Ratio	.13	.26

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 51
 NAME SANATORIUM
 LEVEL OF SERVICE



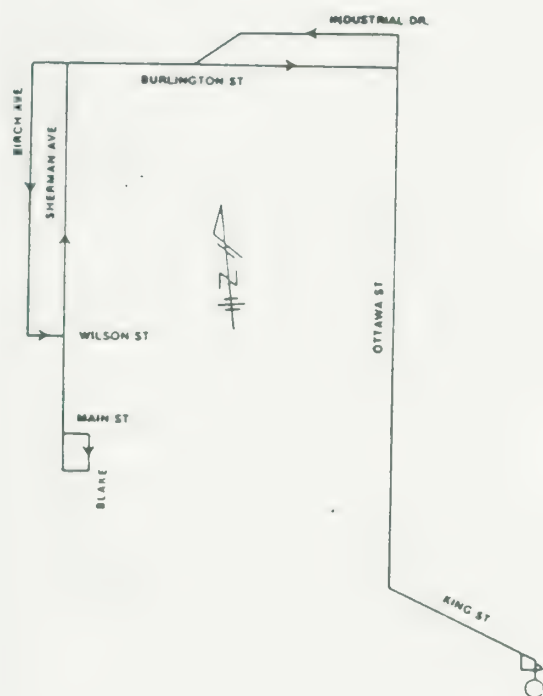
	Budget 1988	Budget 1989
Estimated Passengers Carried	545,734	548,166
Live Miles	223,369	210,355
Deadhead Miles	<u>28,229</u>	<u>25,999</u>
Total Route Miles	<u>251,598</u>	<u>236,354</u>
Direct Driving Hours	20,164	19,310
Total Revenue Farebox	357,262	380,383
Other Revenue	<u>11,524</u>	<u>17,889</u>
Total Revenue	<u>368,786</u>	<u>398,282</u>
Revenue/Mile	1.47	1.69
Subsidies	804,291	754,254
Direct Driving Cost	305,283	306,180
Other Op'g Cost	<u>867,794</u>	<u>846,346</u>
Total Route Cost	<u>1,173,077</u>	<u>1,152,526</u>
Cost/Mile	4.66	4.88
Passenger Revenue per Cost Ratio	.32	.35

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 15
 NAME SHERMAN/OTTAWA CROSSTOWN
 LEVEL OF SERVICE



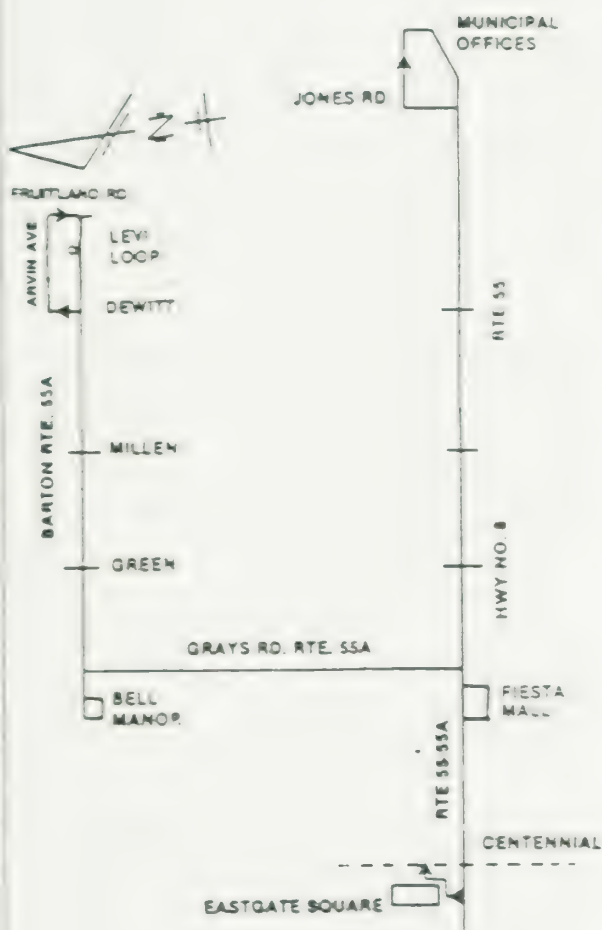
	Budget 1988	Budget 1989
Estimated Passengers Carried	104,360	101,135
Live Miles	77.597	53,302
Deadhead Miles	<u>5,197</u>	<u>4,635</u>
Total Route Miles	<u>71,783</u>	<u>57,937</u>
Direct Driving Hours	7,529	6,072
Total Revenue Farebox	55,754	54,870
Other Revenue	<u>1,798</u>	<u>2,582</u>
Total Revenue	<u>58,552</u>	<u>57,452</u>
Revenue/Mile	.80	.99
Subsidies	324,533	261,554
Direct Driving Cost	113,974	96,260
Other Op'g Cost	<u>268,111</u>	<u>222,746</u>
Total Route Cost	<u>382,085</u>	<u>319,006</u>
Cost/Mile	5.32	5.51
Passenger Revenue per Cost Ratio	.15	.18

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 55-55A
 NAME STONEY CREEK CENTRAL
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	310,461	678,041
Live Miles	171,223	168,196
Deadhead Miles	21,054	20,788
Total Route Miles	<u>192,277</u>	<u>188,984</u>
Direct Driving Hours	16,335	15,464
Total Revenue Farebox	163,499	385,989
Other Revenue	5,273	18,162
Total Revenue	<u>168,772</u>	<u>404,151</u>
Revenue/Mile	.88	2.14
Subsidies	752,425	515,135
Direct Driving Cost	247,312	245,189
Other Op'g Cost	673,885	674,097
Total Route Cost	<u>921,197</u>	<u>919,286</u>
Cost/Mile	4.79	4.86
Passenger Revenue per Cost Ratio	.18	.44

THE HAMILTON STREET RAILWAY COMPANY

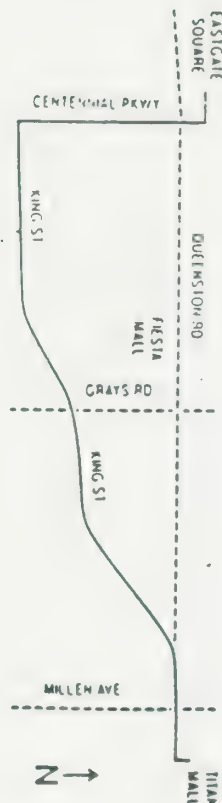
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 55B

NAME STONEY CREEK LOCAL

LEVEL OF SERVICE



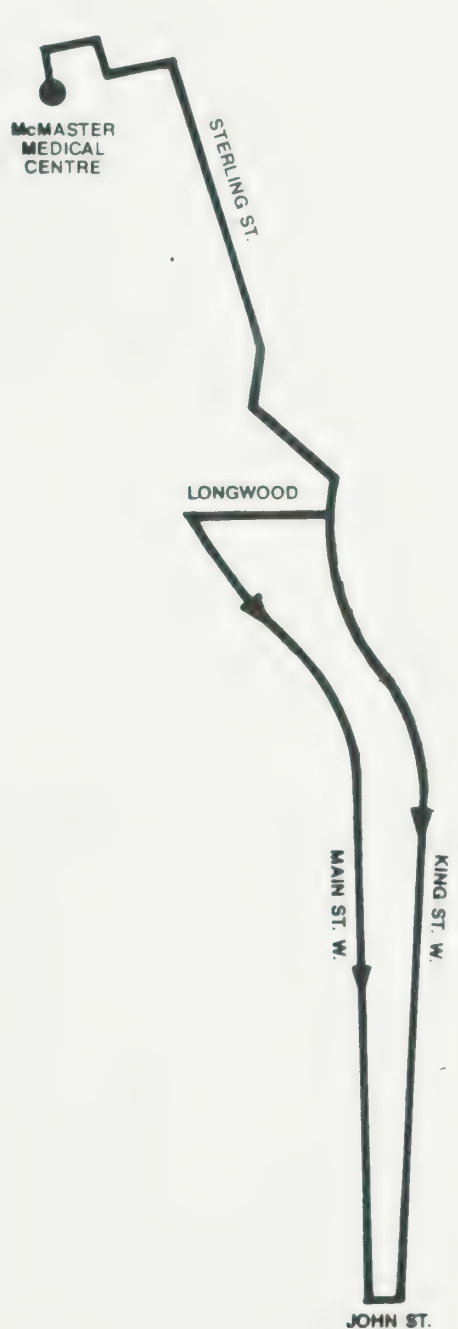
	Budget 1988	Budget 1989
Estimated Passengers Carried	182,320	166,781
Live Miles	51,773	47,862
Deadhead Miles	<u>9,295</u>	<u>8,446</u>
Total Route Miles	<u>61,068</u>	<u>56,308</u>
Direct Driving Hours	5,957	5,338
Total Revenue Farebox	125,679	120,592
Other Revenue	<u>4,054</u>	<u>5,674</u>
Total Revenue	<u>129,733</u>	<u>126,266</u>
Revenue/Mile	2.12	2.24
Subsidies	183,375	167,328
Direct Driving Cost	90,189	84,601
Other Op'g Cost	<u>222,919</u>	<u>208,993</u>
Total Route Cost	<u>313,108</u>	<u>293,594</u>
Cost/Mile	5.13	5.21
Passenger Revenue per Cost Ratio	.41	.43

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 51A
 NAME UNIVERSITY
 LEVEL OF SERVICE

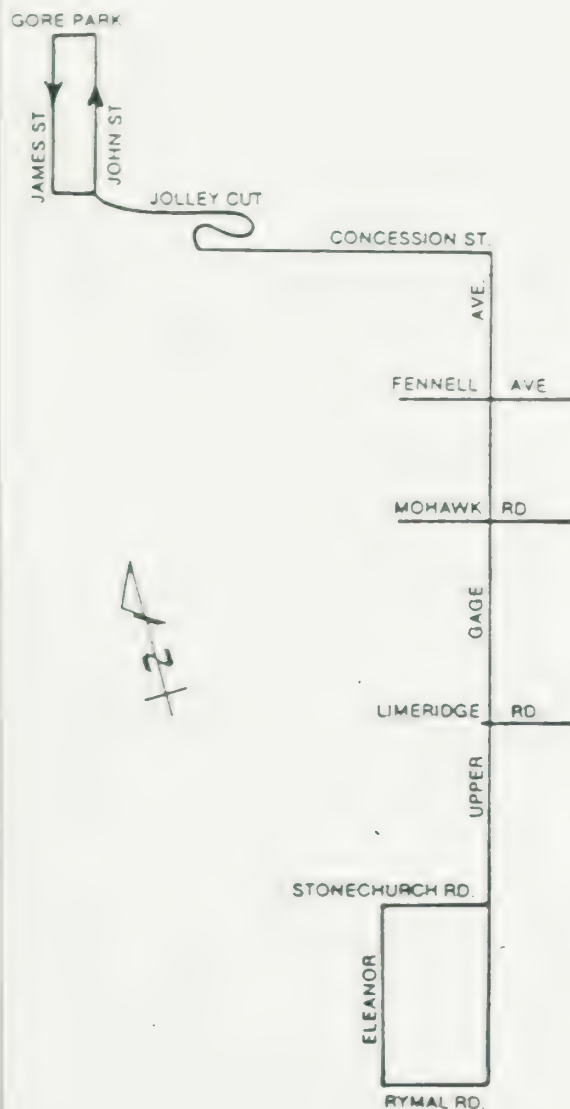
	Budget 1988	Budget 1989
 <p>McMASTER MEDICAL CENTRE</p> <p>STERLING ST.</p> <p>LONGWOOD</p> <p>MAIN ST. W.</p> <p>KING ST. W.</p> <p>JOHN ST.</p>		
Estimated Passengers Carried	479,091	627,398
Live Miles	145,145	108,604
Deadhead Miles	<u>5,514</u>	<u>4,525</u>
Total Route Miles	<u>150,659</u>	<u>113,129</u>
Direct Driving Hours	13,847	12,827
Total Revenue Farebox	320,152	450,681
Other Revenue	<u>10,327</u>	<u>21,206</u>
Total Revenue	<u>330,479</u>	<u>471,887</u>
Revenue/Mile	2.19	4.17
Subsidies	419,310	177,387
Direct Driving Cost	209,649	203,288
Other Op'g Cost	<u>540,140</u>	<u>445,986</u>
Total Route Cost	<u>749,789</u>	<u>649,274</u>
Cost/Mile	4.98	5.74
Passenger Revenue per Cost Ratio	.44	.73

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 23
 NAME UPPER GAGE
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	1,166,985	1,172,049
Live Miles	322,875	324,141
Deadhead Miles	38,081	40,062
Total Route Miles	360,956	364,203
Direct Driving Hours	28,650	28,598
Total Revenue Farebox	770,912	821,433
Other Revenue	24,866	38,652
Total Revenue	795,778	860,085
Revenue/Mile	2.20	2.36
Subsidies	879,750	884,221
Direct Driving Cost	433,761	453,407
Other Op'g Cost	1,241,767	1,290,899
Total Route Cost	1,675,528	1,744,306
Cost/Mile	4.64	4.79
Passenger Revenue per Cost Ratio	.47	.49

THE HAMILTON STREET RAILWAY COMPANY

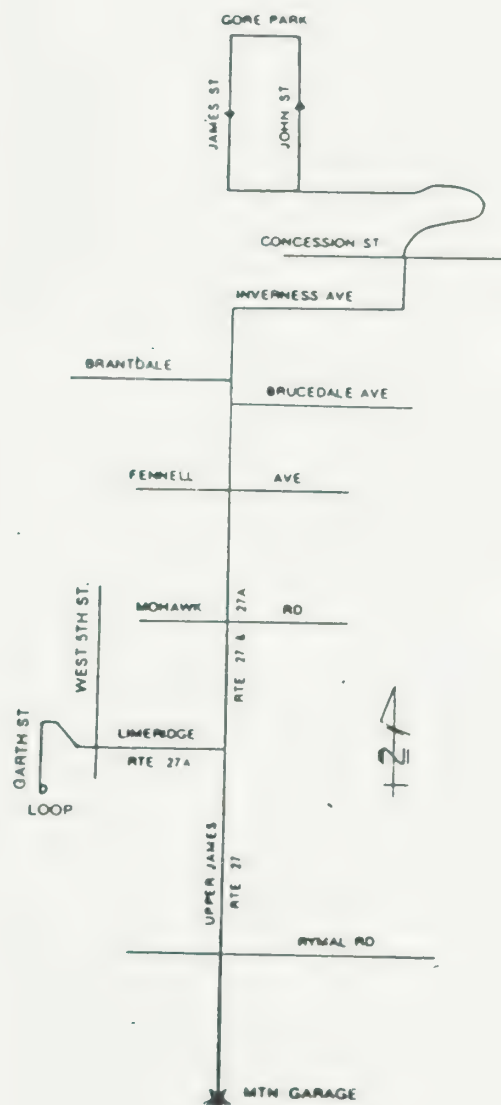
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 27-27A

NAME UPPER JAMES

LEVEL OF SERVICE



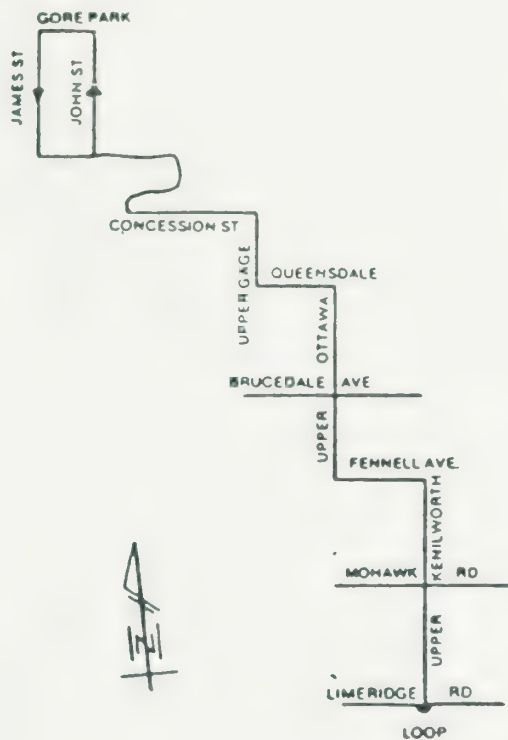
	Budget 1988	Budget 1989
Estimated Passengers Carried	1,497,626	1,552,781
Live Miles	434,583	420,521
Deadhead Miles	11,097	8,582
Total Route Miles	<u>445,680</u>	<u>429,103</u>
Direct Driving Hours	38,933	36,557
Total Revenue Farebox	973,130	1,065,133
Other Revenue	31,389	50,119
Total Revenue	<u>1,004,519</u>	<u>1,115,252</u>
Revenue/Mile	2.25	2.60
Subsidies	1,159,300	1,018,076
Direct Driving Cost	589,446	579,646
Other Op'g Cost	1,574,373	1,553,682
Total Route Cost	<u>2,163,819</u>	<u>2,133,328</u>
Cost/Mile	4.86	4.97
Passenger Revenue per Cost Ratio	.46	.52

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 21
 NAME UPPER KENILWORTH
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	820,030	764,247
Live Miles	257,193	259,830
Deadhead Miles	<u>27,061</u>	<u>28,870</u>
Total Route Miles	<u>284,254</u>	<u>288,700</u>
Direct Driving Hours	22,596	22,971
Total Revenue Farebox	560,594	551,254
Other Revenue	<u>18,082</u>	<u>25,939</u>
Total Revenue	<u>578,676</u>	<u>577,193</u>
Revenue/Mile	2.04	2.00
Subsidies	741,714	813,758
Direct Driving Cost	342,103	364,210
Other Op'g Cost	<u>978,287</u>	<u>1,026,741</u>
Total Route Cost	<u>1,320,390</u>	<u>1,390,951</u>
Cost/Mile	4.65	4.82
Passenger Revenue per Cost Ratio	.44	.41

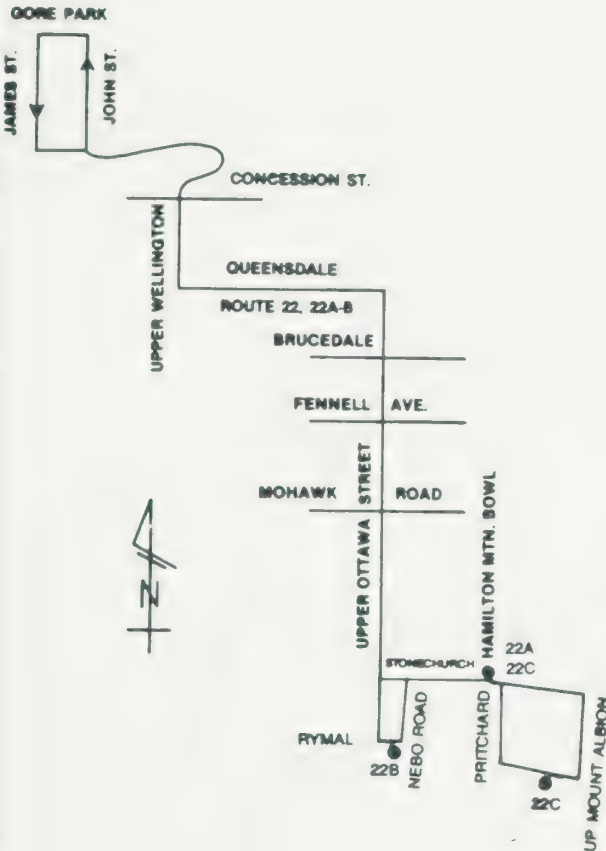
THE HAMILTON STREET RAILWAY COMPANY

Page: 63

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 22-22A-22B-22C
NAME UPPER OTTAWA
LEVEL OF SERVICE



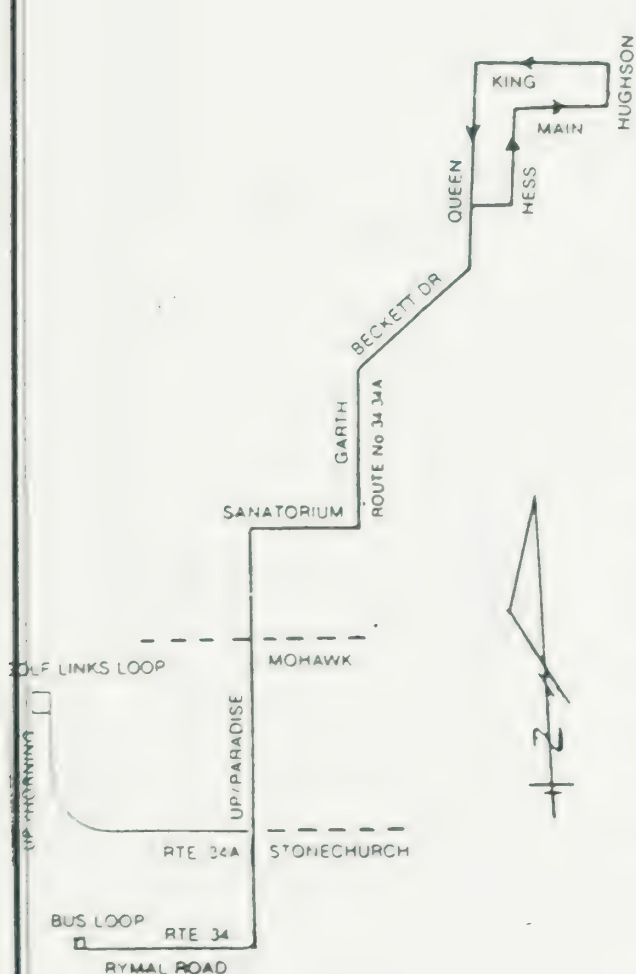
	Budget 1988	Budget 1989
Estimated Passengers Carried	974,090	903,846
Live Miles	293,413	302,704
Deadhead Miles	<u>19,561</u>	<u>19,322</u>
Total Route Miles	<u>312,974</u>	<u>322,026</u>
Direct Driving Hours	25,032	25,390
Total Revenue Farebox	645,736	640,970
Other Revenue	<u>20,829</u>	<u>30,160</u>
Total Revenue	<u>666,565</u>	<u>671,130</u>
Revenue/Mile	2.13	2.08
Subsidies	791,318	874,012
Direct Driving Cost	378,984	402,576
Other Op'g Cost	<u>1,078,899</u>	<u>1,142,566</u>
Total Route Cost	<u>1,457,883</u>	<u>1,545,142</u>
Cost/Mile	4.66	4.80
Passenger Revenue per Cost Ratio	.46	.43

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 34-34A
 NAME UPPER PARADISE
 LEVEL OF SERVICE



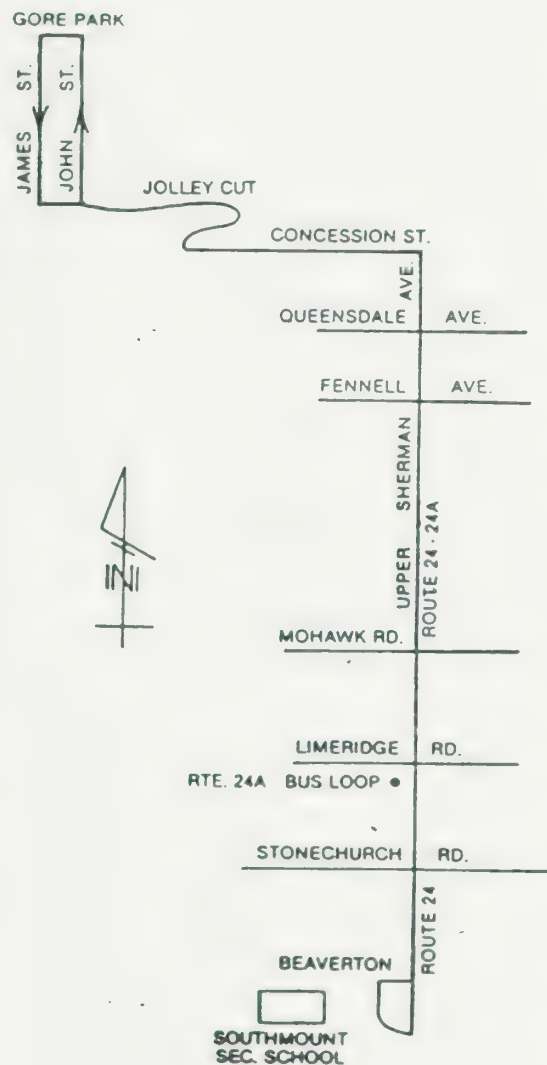
	Budget 1988	Budget 1989
Estimated Passengers Carried	442,222	583,435
Live Miles	185,412	185,743
Deadhead Miles	<u>13,379</u>	<u>13,981</u>
Total Route Miles	<u>198,791</u>	<u>199,724</u>
Direct Driving Hours	16,605	16,660
Total Revenue Farebox	290,935	410,459
Other Revenue	<u>9,384</u>	<u>19,314</u>
Total Revenue	<u>300,319</u>	<u>429,773</u>
Revenue/Mile	1.51	2.15
Subsidies	644,520	553,453
Direct Driving Cost	251,400	264,144
Other Op'g Cost	<u>693,439</u>	<u>719,082</u>
Total Route Cost	<u>944,839</u>	<u>983,226</u>
Cost/Mile	4.75	4.92
Passenger Revenue per Cost Ratio	.32	.44

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 24-24A
 NAME UPPER SHERMAN
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	860,690	885,146
Live Miles	265,950	283,868
Deadhead Miles	16,885	18,119
Total Route Miles	282,835	301,987
Direct Driving Hours	24,029	25,487
Total Revenue Farebox	556,478	604,201
Other Revenue	17,950	28,430
Total Revenue	574,428	632,631
Revenue/Mile	2.03	2.09
Subsidies	780,648	862,035
Direct Driving Cost	363,800	404,044
Other Op'g Cost	991,276	1,090,622
Total Route Cost	1,355,076	1,494,666
Cost/Mile	4.79	4.95
Passenger Revenue per Cost Ratio	.42	.42

HAMILTON STREET RAILWAY COMPANY

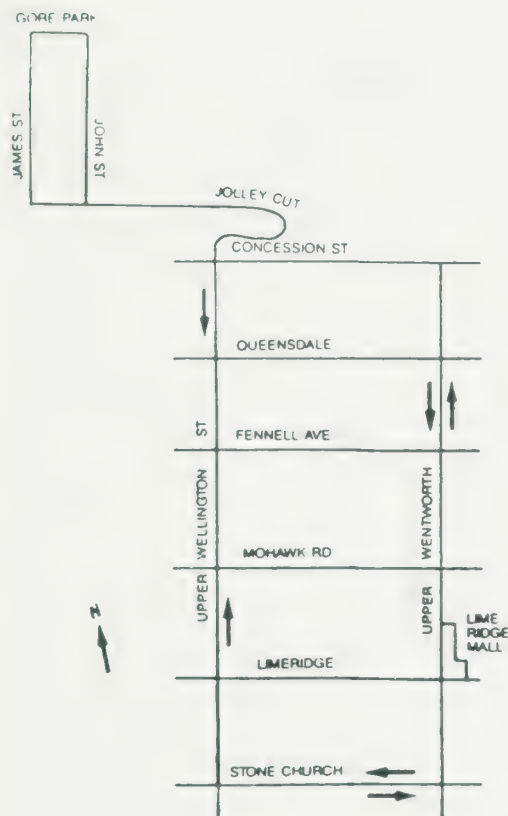
1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 25

NAME UPPER WENTWORTH/WELLINGTON

LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	1,609,331	1,602,978
Live Miles	399,601	432,530
Deadhead Miles	21,634	27,608
Total Route Miles	421,235	460,138
Direct Driving Hours	40,099	41,200
Total Revenue Farebox	1,013,790	1,106,943
Other Revenue	32,700	52,086
Total Revenue	1,046,490	1,159,029
Revenue/Mile	2.48	2.52
Subsidies	1,086,797	1,183,130
Direct Driving Cost	607,099	653,264
Other Op'g Cost	1,526,188	1,688,895
Total Route Cost	2,133,287	2,342,159
Cost/Mile	5.06	5.09
Passenger Revenue per Cost Ratio	.49	.49

THE HAMILTON STREET RAILWAY COMPANY

1989 CURRENT BUDGET

TRANSIT ROUTE INFORMATION

ROUTE # 8
 NAME YORK
 LEVEL OF SERVICE



	Budget 1988	Budget 1989
Estimated Passengers Carried	359,947	349,119
Live Miles	75,052	75,011
Deadhead Miles	<u>5,158</u>	<u>4,788</u>
Total Route Miles	<u>80,210</u>	<u>79,799</u>
Direct Driving Hours	11,375	11,288
Total Revenue Farebox	205,664	221,657
Other Revenue	<u>6,634</u>	<u>10,430</u>
Total Revenue	<u>212,298</u>	<u>232,087</u>
Revenue/Mile	2.65	2.91
Subsidies	293,763	287,145
Direct Driving Cost	172,217	178,990
Other Op'g Cost	<u>333,844</u>	<u>340,242</u>
Total Route Cost	<u>506,061</u>	<u>519,232</u>
Cost/Mile	6.31	6.51
Passenger Revenue per Cost Ratio	.42	.45

TRANSIT: CANADA COACH LINES





February 7, 1989

To The Chairman and Members of
The Transportation Services Committee

Re: 1989 Canada Coach Lines' Budget

ORIGIN:

The 1989 Canada Coach Lines' Budget is enclosed for your consideration. Along with the 1989 picture is a Business Outlook for the next few years.

BACKGROUND:

During 1988 Regional Council adopted the following recommendations from staff:

- 1) That the revised business plan and reorganization be adopted and that the Commissioner of Transportation be authorized to proceed on this basis.
- 2) That the Commissioner of Transportation be authorized to apply to the Ontario Highway Transport Board for a tariff increase of five percent (5)% on Canada Coach Lines' regular route services and Charter tariff.
- 3) That the 1988 draft budget showing a total decrease of 50% for the Canada Coach lines' budget be received and approved for referral to the Finance committee.
- 4) In accordance with the capital budget, that the Commissioner of Transportation be authorized to proceed with the purchase of nine (9) highway coaches for 1988.

PROGRESS TO DATE AND PROJECTION:

Inter-city scheduled service:

This service generated a R/C ratio of 82.6% resulting in an overall deficit of \$533,000. The year 1989 will see a great deal of improvements to the scheduled service, which is attributable to two key factors.

continued...

- 1) The replacement of all line coaches with new suburban type coaches and the acquisition of state of the art highway coaches.
- 2) Agreement with Transport Canada of a 3-year demonstration project on the route between Kitchener and Buffalo, New York., using highway coaches with wheel chair lifts.

With the replacement of the 20 year (non-air conditioned) type coaches used presently on the line service, implementation of the 3-year "Accesso-bus" demonstration project, along with the visibility and marketing of this project, our ridership is projected to grow in 1989 and beyond.

Coupled with an aggressive marketing campaign and decline in competition from other carriers we are optimistic that a modest increase of 2-3% will continue to allow us to meet the 80% recovery objective set out by Regional Council.

Charters, Tours and Sightseeing:

This area of the business has shown the greatest growth. We have been able to identify and tap into the type of business that creates the largest profit margins. Having identified those markets we have managed to capitalize on the potential return. The following is a breakdown ranked by the highest return and most potential for growth.

- A) Sightseeing
- B) Custom charters and tour packages (air/bus)
- C) Tours (bus only) day charters

A) Sightseeing

This business is made up of the sightseeing trips highlighting aspects of Hamilton, Niagara Falls and Toronto. One of the biggest growth areas and largest profit margin return is the transportation and sightseeing packages CCL/Fun Trek provides in the Niagara Falls area. Profit margins in this area alone was 148% in 1988.

continued...



The greatest potential in this area is the Japanese tourist market. Currently, Canada Coach Lines is considered to be the largest carrier for this market in Southern Ontario. Growth in this market is assured with the number of agreements with wholesalers specializing in the far-east travel industry.

As important as this business is, we have gained commitments from three tour brokers for exclusive business upon domiciling coaches (including painting buses; i.e. Nationair) close to the marketplace. We have planned that during the peak summer season (April-October) as many as 18 coaches would be dedicated to this activity. With these two factors we forecast growth of approximately 25 to 40% in revenue sales for 1989 and 1990 with a stabilizing in 1991.

CCL has also established itself as a "Receptive Operator" in this industry. A Receptive Operator is a bus company that offers to airlines and tour wholesalers in another country, complete travel packages. For example, we have designed travel packages for Nationair that includes air travel from Great Britain to Hamilton, accommodations, area tours, hospitality and sightseeing on multiple days. With this new activity we sold to 5,000 passengers in 1988 in less than a half a year. We expect in 1989 to sell 12,000 packages. The main clients who use the services are conventioners, tourists and foreign tour wholesalers.

The growth of Hamilton Airport and the success of several airlines, has enabled Fun Trek Tours along with these airlines to create a new market.

One of the biggest benefits from this mode of business was that of the convention and tourist growth in this Region. CCL and the Region's Economic Development Dept. have produced excellent spousal packages to compliment conventions as well as excellent packages for incoming tourists to this area via the airline business from Great Britain and other European Countries.

continued...

B) Charter Custom, Tour Packages (Air/Bus)

Custom charters are trips which include accommodation, sightseeing and transportation. This area of business has always been a winner and is consistently growing with the emphasis on group movement. CCL's network of group leaders who represent approximately 50-60 thousand citizens has established this area as a stable and very profitable part of our business.

One of the biggest potentials and profitable ventures CCL is planning is in the area of utilization of our wholesale licence to not only provide packages using coaches but also to provide other modes of travel such as air travel. Packages to the U.S.A., Europe and the Sun Destinations have been designed but require negotiations with airlines to operate into and out of Hamilton.

During 1988 we designed three packages to Las Vegas and all were sold out by the group representatives. Other destinations of a high priority and potential are Orlando, Atlantic City and Great Britain. Our intention is to facilitate their organization and sale through subcontracted tour wholesalers and retailers.

The one remaining market to be tapped is Educational Tours. School Boards and program teachers arrange many trips to places like Ottawa, Quebec City, etc. During 1988 we explored ways and means of tapping into this lucrative business which would fill coaches during the non-summer months. We have retained, on a contract/commission basis, a sales person to develop this potential for the Fall of this year. We anticipate that with our competitive tariff we will attract modest business this year but in future years will grow in proportion to the capability of our fleet.

C) Short Tours and Day Charters

The main revenue in this area is achieved through individual coach rentals for short charters to schools, organizations and sport groups. This alone accounted for 29% of our charter tour and sightseeing revenue in 1988.

continued...

With the rejuvenation of our fleet along with contracts and agreements achieved in 1988 such as the Teen Tour Band, various sport organizations, airport charter shuttles and others, the guaranteed income in this area is well utilized to offset any fixed overheads such as lease cost, etc. on coaches. In 1989 our plan is to establish more contract base movements with organizations in order to dedicate vehicles and to recover fixed costs related to vehicle allotment. This achievement will allow us to recover \$500 per day per vehicle in 1989.

RISK:

Canada Coach Lines has embarked on a very aggressive growth campaign which has every indication of being successful. However, as with all undertakings of this nature, there is risk. In the case of CCL, the greatest risk period is in the years 1990 to 1992.

In order for CCL to continue to grow and provide the excellent service it has become known for, we must have buses to meet its commitments.

In 1989, CCL plans to replace 18 vehicles. Twelve have already been approved by Council. Acquisition of these vehicles will:

- a) Reduce the overall maintenance cost by an estimated \$500,000 by the end of 1990. To accomplish this, 12 existing buses, which are on average 20 years old, will be sold. This maintenance savings accommodates the increased expenditures required in operations and vehicle payments.
- b) Increase sales from 1988 to 1990 by 19% or approximately \$1,500,000. The increased revenue results from both a tariff increase and volume of passengers. We are confident that with the many profitable new ventures currently underway this growth can be realized.

continued...

As with all ventures of this magnitude, a fall-back plan should be in place. In this case, the risk is tied directly to the cost of buses and anticipated revenues. If the revenues do not materialize then steps to reduce the debt repayment should be undertaken. This could be accomplished by selling marketable and liquid assets, privatizing certain operations or possibly selling Canada Coach Lines in its entirety. We are convinced that it may now be a sellable corporation and still allow Council to attain certain guarantees on the line services.

It should be noted that criticism may be made of Canada Coach Lines by its competitors since we have engaged in traditional private sector activities and at the same time garnered substantial Regional, Provincial and Federal support. Our competitors have expressed some concern in this regard but we assure the Committee that no such activities are subsidized and all are operated on a cost-recovery basis.

RECOMMENDATION:

- 1) That the 1989 operation plan outlined be adopted and that the Commissioner of Transportation be authorized to proceed on this basis.
- 2) That the Commissioner of Transportation be authorized to apply to the Ontario Highway Transport Board for tariff increases of approximately 5%.
- 3) That the 1989 current maintenance budget for Canada Coach Lines Limited be approved at the Maintenance level and forwarded to the Committee of the Whole for inclusion in the overall current budget.

Respectfully submitted,



H. O. Schweinbenz
Commissioner of Transportation

HOS/db

THE CANADA COACH LINES, LIMITED

OPERATIONS OVERVIEW

In order to present an overview of the significant components within the CCL operations, various statistical information has been gathered and presented in graphic form.

Exhibit "A" - Total Revenue

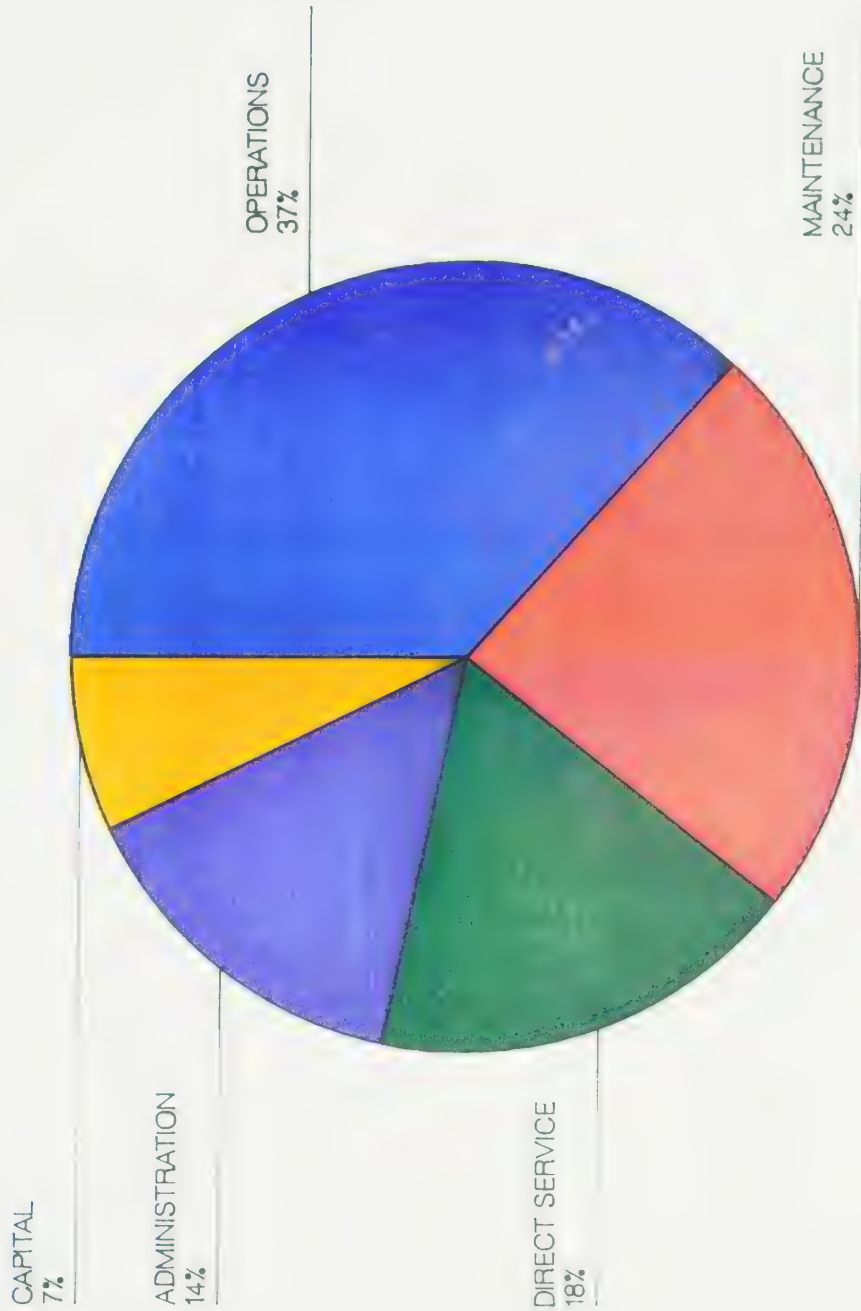
This pie chart demonstrates what percentage each of the various revenue sources is of the total funds available to the CCL.

Exhibit "B" - Total Expenditure

This chart highlights the proportion of total expenses spent by departments within the Canada Coach Lines.

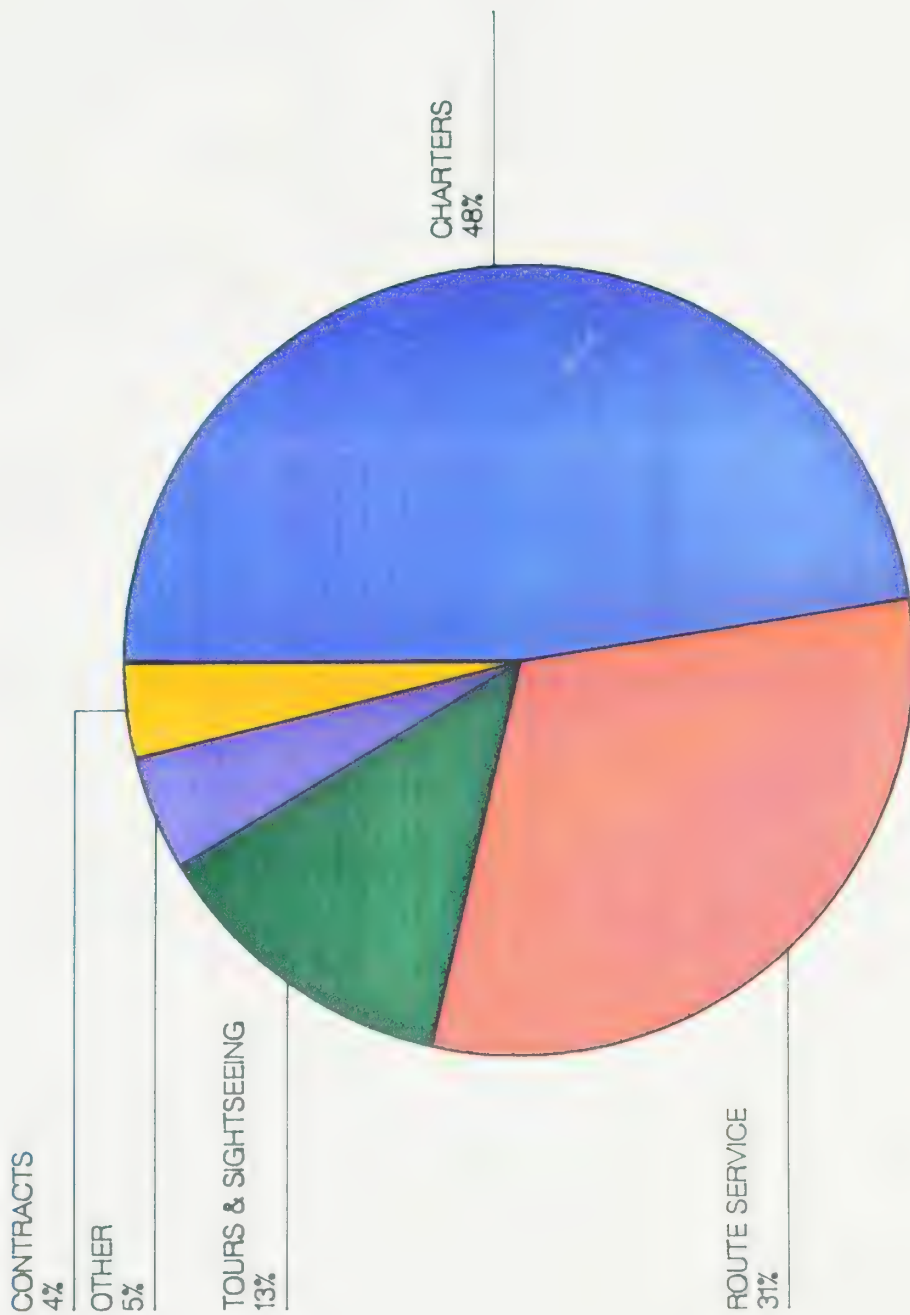
CANADA COACH LINES LTD.

1989 EXPENDITURES ANALYSIS



CANADA COACH LINES LTD.

1989 REVENUE ANALYSIS



1989 Budget
Route Cost Summary

	MILEAGE	REVENUE	EXPENSES	SERVICE CONTRACTS	DEPLETE	REVENUE/COST %
Total Route (incl. BPR)	1,111.026	2,397,565	1,227,615	268,234	541,816	83.2
Charters	837.800	3,433,866	1,260,876	-	117,989	105.3
Races	26.000	163,169	109,104	-	154,067	149.6
Flightseeing	160.800	688,370	509,273	-	399,097	116.6
Other	31.101	156,010	152,117	-	13,919	102.6
Total Other	1,057.701	4,441,414	4,111,365	-	130,050	106.0
Grand Total 1989 Budget	2,190.727	6,839,000	7,339,000	268,234	211,766	97.1
Grand Total, 1988 Budget	1,833,300	6,369,100	6,817,800	306,686	160,014	97.7
Grand Total, 1987 Budget	1,776,112	5,804,154	6,309,740	323,993	161,793	97.1

DEPARTMENT : TRANSPORTATION
 PROGRAM : THE CANADA COACH LINES LTD.
 ACTIVITY : DEPARTMENT BUDGET SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
EXPENDITURES					
	ADMINISTRATION	980,200	1,030,632	1,145,500	16.86%
	MAINTENANCE	1,622,900	1,688,589	1,662,500	2.44%
	OPERATIONS	2,510,600	2,452,932	2,596,400	3.42%
	DIRECT SERVICE	1,226,100	1,424,283	1,357,600	10.73%
	CAPITAL AQUISITIONS	498,000	493,087	577,000	15.86%
	TOTAL EXPENDITURES	6,837,800	7,089,523	7,339,000	7.33%
REVENUES					
	ROUTE LINE SERVICE	2,194,000	2,147,668	2,271,000	3.51%
	CHARTERS	3,125,500	3,273,850	3,373,000	7.92%
	FUN TREK TOURS	80,000	71,250	75,000	-6.25%
	GRAYLINE HAM-BURL	41,500	68,109	50,000	20.48%
	GRAYLINE NIA. FALLS	495,000	500,867	625,000	26.26%
	RACETRACK	154,000	151,888	160,000	3.90%
	COACH RENTALS	75,000	46,150	60,000	-20.00%
	EXPRESS	85,000	80,407	80,000	-5.88%
	OTHER	79,100	134,635	105,000	32.74%
	SERVICE CONTRACTS	253,463	314,011	398,948	57.40%
	FLAMBOROUGH RTE AGREEMENT	55,223	58,309	56,052	1.50%
	COMMISSIONS EARNED	40,000	48,797	40,000	0.00%
	TRANSFERS TO/FROM RESERVE	70,000	70,000	0	-100.00%
	TOTAL REVENUE	6,747,786	6,965,941	7,294,000	8.09%
	TO BE MET - GENERAL LEVY	90,014	123,582	45,000	-50.01%

HISTORY OF DEFICITS

Year		Budget	Actual
1983	GENERAL LEVY	575,787	971,370
1984	GENERAL LEVY	603,450	663,551
1985	GENERAL LEVY	465,527	672,587
1986	GENERAL LEVY	223,797	426,852
1987	GENERAL LEVY	181,593	170,494
1988	GENERAL LEVY	90,014	123,582
1989	GENERAL LEVY	45,000	-

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/CCL
ACTIVITY: ADMINISTRATION

STATEMENT OF PROPOSE:

To provide personnel and resource management for the Financial section and overall direction of:

- the maintenance and development of effective accounting and financial control systems
- the provision of relevant financial information to management (the Region) and committee
- recommendations to management and committee on financial matters
- current and capital budget development
- computer, data and word processing systems development and operations
- purchasing and support services
- insurance policies and administration
- personnel

OBJECTIVES:

- To ensure emphasis on departmental priority planning.
- To ensure appropriate resource deployment.
- To review documentation of financial policies and modification, where necessary and approved.
- To increase additional resource information for management report needs for the present and future.
- To provide an increased level of personnel services.

DEPARTMENT : TRANSPORTATION
 PROGRAM : THE CANADA COACH LINES LTD.
 ACTIVITY : ADMINISTRATION-SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
101	ADMINISTRATION	373,000	324,289	393,200	5.42%
102	PAYROLL	26,000	26,000	26,000	0.00%
103	CASH MANAGEMENT	2,100	2,100	2,000	-4.76%
104	SYSTEMS	7,100	6,904	7,200	1.41%
105	HUMAN RESOURCES	25,000	25,000	28,000	12.00%
106	SAFETY SERVICE	10,000	10,000	10,000	0.00%
108	PERSONNEL	11,000	11,000	11,500	4.55%
601	CHARTERS AND TOURS	124,200	165,419	200,200	61.19%
602	CHARTER SALES GROUP	196,500	218,240	224,000	13.99%
603	N.F. SALES GROUP	86,700	95,879	93,500	7.84%
605	TERMINAL KIOSK	12,600	7,024	8,900	-29.37%
701	MARKETING	23,000	16,095	23,000	0.00%
705	CUSTOMER SERVICE	83,000	122,682	118,000	42.17%
	TOTAL ADMINISTRATION	980,200	1,030,632	1,145,500	16.86%

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/CCL
ACTIVITY: MAINTENANCE

STATEMENT OF PURPOSE:

To provide the Canada Coach Lines with maintenance and repair services for vehicles, bus stops, utility systems and inventory stores through the efficient use of human and material resources.

OBJECTIVES:

- To improve fleet reliability.
- To provide more efficient road call service.
- To improve preventative maintenance.
- To improve bus cleaning levels and procedures.
- To establish performance indicators.

DEPARTMENT : TRANSPORTATION
PROGRAM : THE CANADA COACH LINES LTD.
ACTIVITY : MAINTENANCE SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
413	INTERNAL MAINTENANCE	1,355,800	1,361,393	1,347,000	-0.65%
415	EXTERNAL MAINTENANCE	267,100	327,196	315,500	18.12%
	TOTAL MAINTENANCE	1,622,900	1,688,589	1,662,500	2.44%

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/CCL
ACTIVITY: OPERATIONS

STATEMENT OF PURPOSE:

To transport people in a safe, efficient and orderly manner.

- to ensure that the services are provided in accordance with the schedules and routes established by the System.
- to administer the day-to-day tasks of transit service as it relates to drivers, route inspectors and supervisors.

OBJECTIVES:

To provide the best possible transit service using the most efficient methods of allocation personnel and equipment.

DEPARTMENT : TRANSPORTATION
PROGRAM : THE CANADA COACH LINES LTD.
ACTIVITY : OPERATIONS SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
501	ADMINISTRATION	20,500	25,601	24,000	17.07%
502	SUPERINTENDENCE	51,600	52,578	55,500	7.56%
503	DISPATCHERS	146,300	147,792	171,600	17.29%
505	OPERATORS	2,292,200	2,226,961	2,345,300	2.32%
	TOTAL OPERATIONS	2,510,600	2,452,932	2,596,400	3.42%

THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH
1988 CURRENT BUDGET

DEPARTMENT: TRANSPORTATION/CCL
ACTIVITY: DIRECT SERVICES

STATEMENT OF PURPOSE:

To provide to the public accommodations and admittance for events at the least cost.

To ensure accessible agencies to the public for CCL information.

OBJECTIVES:

To increase charter and tour usage through better cost efficient accommodations.

To ensure proper utilization of agency awareness.

DEPARTMENT : TRANSPORTATION
 PROGRAM : THE CANADA COACH LINES LTD.
 ACTIVITY : DIRECT SERVICE-SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
901	LINE SERVICE	349,400	368,536	366,500	4.89%
920	CHARTER SERVICE	734,100	939,607	854,600	16.41%
	SIGHTSEEING SERVICE	36,700	37,187	38,500	4.90%
970	TOTAL RACETRACK	50,500	47,020	47,000	2.02%
971	TOTAL FUN TREK TOURS	55,400	31,933	51,000	3.94%
	TOTAL DIRECT SERVICE	1,226,100	1,424,283	1,357,600	10.73%

DEPARTMENT : TRANSPORTATION
PROGRAM : THE CANADA COACH LINES LTD.
ACTIVITY : CAPITAL AQUISITIONS

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
	INTERNAL DEBT	452,500	452,500	577,000	27.51%
	CAPITAL AQUISITIONS	45,500	45,500	0	N/A
	TOTAL CAPITAL AQUISITIONS	498,000	498,000	577,000	15.86%

DEPARTMENT : TRANSPORTATION
 PROGRAM : THE CANADA COACH LINES LTD.
 ACTIVITY : REVENUES SUMMARY

ACCOUNT	DESCRIPTION	1988 BUDGET	1988 ACTUAL	1989 BUDGET	% INC./DECR. TO 1988 BUDGET
	LINE SERVICE	2,194,000	2,147,668	2,271,000	3.51%
	CHARTERS	3,125,500	3,273,850	3,373,000	11.25%
	FUN TREK TOURS	80,000	71,250	75,000	-6.25%
	GRAYLINE HAM-BURLINGTON	41,500	68,109	50,000	20.48%
	GRAYLINE NIAGARA FALLS	495,000	500,867	625,000	26.26%
	RACETRACK	154,000	151,888	160,000	3.90%
	COACH RENTAL	75,000	46,150	60,000	-20.00%
	EXPRESS	85,000	80,407	80,000	-5.88%
	OTHER	79,100	134,635	105,000	32.74%
	SERVICE CONTRACTS	308,686	372,320	455,000	13.71%
	COMMISSIONS EARNED	40,000	48,797	40,000	0.00%
	TRANSFERS TO/FROM RESERVE	70,000	70,000	0	-100.00%
	TOTAL REVENUES INCL SUBSI	6,747,786	6,965,941	7,294,000	8.09%



January 31, 1989

To the Chairman and Members of the
Transportation Services Committee

Re: 1989 D.A.R.T.S. CURRENT BUDGET

Origin:

Enclosed you will find the 1989 budget request as submitted by the D.A.R.T.S. Board of Directors and summarized on Table I.

Analysis:

The budget submission is based on a level of service (trips) that has been growing steadily over the past several years. As indicated in the notes provided by D.A.R.T.S. management, in order to meet the Region's policy of unlimited registration, the budget dollars must be made available to meet the guideline. They are, however, recommending what we feel is a realistic cap.

Service Level:

There appears to be three alternatives to be considered. The first of these is to continue the policy of unlimited registration in which case the decision is how many dollars are to be made available. Option 3 presents a "restrained" service expansion accommodating an increase of new registrations up to 2,400. Option 4 is an "enhanced" service expansion which would meet the needs of 3,200 additional registrations.

The second and third alternatives are to meet the Regional budget guidelines of 4.5% in which case all weekend service and almost 20% of evening service would be cut as described in Option 1 or to maintain a status quo in registrations resulting in a 12.27% financial increase.

continued ...



Page 2

Options 1 and 2 do not reflect the recent union settlement. Only Options 3 and 4 have these dollars included while none of the analysis contained in the report submitted by D.A.R.T.S. prior to the settlement have been changed.

Policy Matters:

In their presentation, the Board of Directors are requesting a ceiling on registrants. Currently our policy is that there should not be a waiting list. If Option 3 is approved, the likelihood of the need for a waiting list is real in 1989. From an "equality of access" perspective we still support the present policy. However, since that policy was only adopted in December of 1987 and hasn't been tested over time, we recommend that this policy be softened to the additional 2,400 cap and reviewed again in one year's time.

Recommendations:

1. That the budget request of D.A.R.T.S. for a Regional Grant of \$1,311,000.00 as detailed in their Option 3 presentation be approved and referred to the Finance and Personnel Committee.

Respectfully submitted,

H.O. Schweinbenz
Commissioner of Transportation

ELP/cb

DISABLED AND REGIONAL TRANSIT SYSTEM
1989 OPERATING BUDGET
\$000'S

	1988 BUDGET	1988 EST. ACT.	OPTION # 1		OPTION # 2		OPTION # 3		OPTION # 4	
			BUDGET	CHANGE	BUDGET	CHANGE	BUDGET	CHANGE	BUDGET	CHANGE
NUMBER OF TRIPS	309,000	335,000	275,000	-11.00%	335,000	8.41%	400,000	29.45%	420,000	35.92%
EXPENDITURES										
-OPERATING	2,927	3,176	2,843	-2.87%	3,380	15.48%	4,052	38.44%	4,198	43.42%
-OTHER	300	300	324	8.00%	345	15.00%	345	15.00%	345	15.00%
TOTAL EXPENDITURES	3,227	3,476	3,167	-1.86%	3,725	15.43%	4,397	36.26%	4,543	40.78%
REVENUES										
-MTC SUBSIDY	1,759	1,916	1,698	-3.47%	2,035	15.69%	2,423	37.75%	2,530	43.82%
-FARES	580	602	541	-6.72%	591	1.90%	663	14.31%	685	18.10%
TOTAL REVENUES	2,339	2,518	2,239	-4.28%	2,626	12.27%	3,086	31.94%	3,215	37.45%
REGIONAL GRANT	888	958	928	4.50%	1,099	23.76%	1,311	47.64%	1,328	49.53%

% CHANGE FROM PREVIOUS

COST/TRIP	\$10.44	\$10.38	\$11.52	10.27%	\$11.12	6.47%	\$10.99	5.26%	\$10.82	3.57%
REVENUE/TRIP	\$7.57	\$7.52	\$8.14	7.56%	\$7.84	3.56%	\$7.72	1.92%	\$7.65	1.13%
NET/TRIP	\$2.87	\$2.86	\$3.37	17.43%	\$3.28	14.16%	\$3.28	14.05%	\$3.16	10.03%

OPTION # 1 4.5% REGIONAL GUIDELINES CONSTITUTES ELIMINATING ALL WEEKEND SERVICE AND ALMOST 20% OF EVENING SERVICE.

OPTION # 2 MAINTENANCE OF THE SAME LEVEL OF SERVICE AS THE ACTUAL 1988.

OPTION # 3 THIS WOULD MEET CURRENT PASSENGER NEEDS AND PERMIT NEW REGISTRATIONS UP TO 2400.

OPTION # 4 SAME AS ABOVE WITH 3200 NEW REGISTRATIONS.



28 Ewen Road
Hamilton, Ont. L8S 3C4

Telephone 529-1212

DISABLED & AGED REGIONAL TRANSIT SYSTEM

January 27, 1989

Mr. Bob Wade, Chairman
Transportation Services Committee
Regional Municipality of
Hamilton-Wentworth
P.O. Box 910
Hamilton, ON
L8N 3V9

Dear Mr. Wade:

RE: 1989 Budget revision reflecting new Labour Agreement

I have been instructed by our Board of Directors to prepare this submission.

The three year Collective Agreement signed on January 17, 1989 has resulted in a \$75,846 increase in the total 1989 operating budget for 55 drivers. The increase consisted of \$50,021 in wages, \$23,210 in benefits and \$2,615 in Workers Compensation.

The Regional portion of the increase is \$56,885 after the MTO subsidy. That amount should therefore be added to options 3 and 4 of the 1989 budget submission.

The increase in wages reflects the higher rate per hour than our budget submission. There has been some loss in flexibility and operational efficiency of man hours caused by the new Collective Agreement.

The creation of fifteen new full time positions from our existing part-time complement has added to our budget costs - including statutory holiday pay.

A Three Year Contract

The three year Collective Agreement provides for the following schedule of wage increases for D.A.R.T.S. drivers:

Year 1 - a \$0.60 increase from \$12.00 per hour to \$12.60 per hour. This covers the period from July 1, 1988 to June 30, 1989 and will therefore involve a retroactive payment of \$42,000.

Year 2 - a \$0.60 increase from \$12.60 to \$13.20 per hour.

Year 3 - an additional \$0.65 increase from \$13.20 to \$13.85 per hour will cover the period from July 1, 1990 to June 30, 1991.

In percentage terms the Agreement provides for wage increases of 5%, 5% and 5% during the three year period.

Modified Split Shifts

It was of course impossible to eliminate split shifts as requested by the drivers. D.A.R.T.S. like every public transit system must match the complement of drivers to peak passenger traffic periods of the day. However, the agreement goes a long way to respond to driver concerns regarding split shifts while maintaining operating efficiencies.

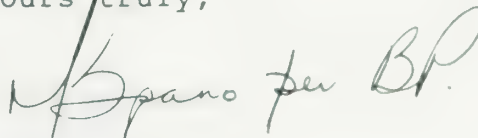
- o Drivers who work split shifts will be paid for eight hours per day.
- o There will be a minimum of two hours in the first part and three hours in the second part of the shift.
- o Maximum spread time between shifts is four hours.

Earlier Notification to Drivers

Drivers were concerned that they were sometimes advised of their start times quite late the previous evening. This resulted from the fact that passengers were permitted to make trip reservations as late as 4:30 p.m. the previous day. Drivers will now be notified no later than 6:00 p.m. of their next day's schedule. This concession to drivers has been achieved by requiring passengers to book next day trips no later than 12 noon. While this may be regarded as an inconvenience to passengers, it should be noted that D.A.R.T.S. still offers considerably more flexibility than other systems. For example, Wheel Trans in Toronto still requires passengers to book at least four days in advance. Also, this change should largely be offset by the fact that passengers make bookings two or more days in advance and will now be able to make advance bookings until 9:00 p.m. on weekday evenings.

Thank you.

Yours truly,

A handwritten signature in dark ink, appearing to read "B. Pinto" or "Brian Pinto", followed by the initials "BP".

Brian Pinto
Executive Director

BP:ss



1989

BUDGET

*A special transportation
service for disabled and elderly citizens
of Hamilton-Wentworth*



Mr. Robert Wade, Chairman
Transportation Services Committee
Regional Municipality of
Hamilton-Wentworth

November 25, 1988

Dear Mr. Wade:

On behalf of the Board of Directors, I am pleased to provide information to assist you and your colleagues in your 1989 funding decision for D.A.R.T.S.

On pages 1 - 5 we have discussed the rationale and service implications for four alternative levels of Regional funding. The Board of Directors feel that budget Option #3 offers a realistic balance between financial constraint and the growing transportation needs of elderly and disabled citizens.

As we have indicated earlier, we forecast a deficit of \$75,000. Two factors have contributed to this deficit:

- a) a very significant increase in the number of passenger trips due largely to the policy of unlimited passenger registration. (see item in Background Notes Page 2)
- b) reduced revenue from Agencies who are converting their clients and patients from higher Agency rates to single passenger fares. (see item in Background Notes Page 3)

I would like to draw your special attention to the first item in the Background Notes which discusses the continuing growth in passenger demand. This critical issue has preoccupied us in recent months as we prepared this budget submission.

As Directors we recognize our responsibility to support the Regional commitment to meet the transportation needs of a growing number of frail elderly and disabled citizens. We also recognize that Regional funding decisions for that service must be balanced with many other community needs and priorities. As we suggest in our Background Notes, it is a decision for elected representatives rather than the Directors of D.A.R.T.S. to determine the appropriate balance between financial constraint and response to a rapidly growing need.

As Directors we can do no more than outline the reality and await your guidance while doing everything possible to ensure that D.A.R.T.S. will continue to be one of Canada's most efficient and cost effective transit systems for the disabled.

Evidence of that cost effectiveness is the significantly smaller share of the total cost that Hamilton-Wentworth pays when compared to disabled transit systems in other Ontario centres. (28% for Hamilton-Wentworth VS 37% to 48% in other municipalities - see comparisons)

In conclusion, let me again express warm gratitude on behalf of our passengers to you and other elected representatives who have over the past decade contributed so much to the quality of life of frail elderly and disabled people who depend on D.A.R.T.S. transportation.

Kindest personal regards,


Harrison Arrell
President

HA:ss
cc: H. Schweinbenz
G. Lawson

CONTENTS

Executive Summary

1. Background and Documentation
2. Four Funding Options With Service Implications
3. Five Year Capital Budget
4. Comparison With Other Systems For The Disabled

EXECUTIVE SUMMARY

Continuing Growth and Demand

- Page: 97
- o By the end of 1988 we will have provided 335,000 passenger trips. (20.5% increase over 1987) Our budget for 1988 was 309,000 trips. (11.1% over 1987)
 - o Due to the policy of unlimited registrations requested by Regional Government, we expect to approve slightly over 1,400 additional registrants (18% increase) with 500 applicants still being processed. 25% of our registrants are in the age cohort of 82 and over.

Region Contribution and Cost/Trip To Region

	<u>Region portion of budget</u>	<u>Cost/trip to Region</u>
1986	28.5%	\$ 2.69
1987	27.3%	\$ 2.78
1988	27.7%	\$ 2.87
1989 (Option 3)	28.8%	\$ 3.11 *
(Option 4)	28.3%	\$ 3.00

* Cost/trip to Region : \$0.68 on JENC, \$7.00 on D.A.R.T.S. vehicles.

1988 Budget Assumptions

- o Each Option is compared with the 1988 "actual" as well as the 1988 budget.
- o We have assumed continuing parity in D.A.R.T.S. and H.S.R. fares and have anticipated an H.S.R. increase to \$1.10 from \$1.05.
- o We have assumed that the Ministry of Transportation of Ontario will increase its passenger based subsidy to \$3.15/trip from \$3.00/trip.

Four Budget Options

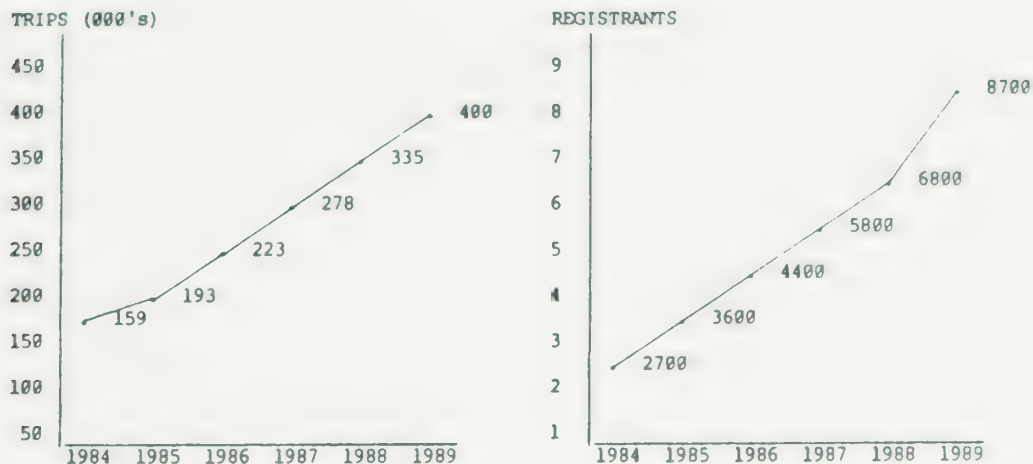
- o Option 1 - The Regional inflationary guideline of 4.5% would force a reduction in passenger trips of 34,000 based on the 1988 budget or a 60,000 trip based on the 1988 actual. This severe reduction in service would result from several factors:
 - the 4.5% increase over the 1988 budget of \$888,000 would be \$75,000 less than the 1988 actual of \$963,000.
 - we are anticipating a \$20,000 reduction in revenue from sponsoring Agencies.
 - every dollar of reduced revenue from the Region and the Agencies would result in a reduction in Provincial subsidy according to the MTO funding formula.
 - a 4.5% Regional increase from the 1988 budget would therefore require a \$313,000 decrease in expenditures.
- o Option 2 - A 23% increase over the 1988 budget or a 14% increase over the 1988 actual would provide for the same number of trips as last year with no allowance for any increase in passenger trips and no increase in new passenger registrations.
- o Option 3 - A 41.2% increase over the 1988 budget or 30.3% increase over the 1988 actual would provide 65,000 additional trips (19.4% increase) than last year. This would serve registered passengers and permit new registrations. For 1989 we anticipate processing some 2,400 new registrants (including the 500 applications from 1988).
- o Option 4 - 43.2% increase over the 1988 budget or a 32.1% increase over the 1988 actual would provide 85,000 additional trips (25.4% increase) than last year to serve recently registered passengers and provide for more new registrations than would Option 3.
- o The Board of Directors recommend: Option 3.

INTRODUCTION

Continuing Growth in Passenger Demand

During 1988, D.A.R.T.S. provided 335,000 trips compared with 278,000 in 1987.

This continued a trend in the number of registered passengers and the number of trips per passenger is reflected in the following charts:



Successive Regional Councils have expressed their commitment to the needs of frail elderly and disabled citizens with annual and generous funding increases.

The trend highlights a key issue for Regional Council as well as the Directors of D.A.R.T.S. Will the growth continue at its present rate during the foreseeable future or can we anticipate a gradual levelling off in the growth curve?

The difficulty of answering that question is evident from the fact that last year's 335,000 trips exceeded the 1990 demand predicted in the 1987 DelCan study.

Reasons for Growth and Demand

A range of social and demographic trends are contributing to the growth in passenger demand:

- o Many more disabled persons are seeking a quality opportunity in education, employment, shopping, entertainment, worship and other aspects of community involvement which depend on transportation.
- o More people are living longer and choosing to live independently in their own homes and enjoy involvement in community activities despite frailty and other health conditions which qualify them for D.A.R.T.S. service.
- o The growing level of passenger satisfaction is probably contributing to the growth and demand by encouraging more frequent use by present passengers as well as more registrations.
- o The health-care system is placing increasing reliance on out-patient treatment and day-care programs which frequently depend on D.A.R.T.S. transportation.

Early in 1988 D.A.R.T.S. was instructed by Regional Council to accept passenger registrations from all qualified persons rather than holding applications on a waiting list for registration.

The Directors and Management of D.A.R.T.S. applaud and share the concern of Regional Council for the transportation needs of all elderly and disabled citizens.

However, the policy of unlimited registration makes it virtually impossible for D.A.R.T.S. Directors to accurately predict and control the growth in demand.

Last year's deficit of \$75,000 is mainly attributable to the 22,000 unbudgeted trips resulting from the 1,400 passengers registered throughout the year. The deficit would have been even greater if we had provided services to the additional 500 applicants who have not yet been processed for registration.

The transportation committee have been advised of that deficit and have indicated that it should be included in our 1989 base.

However Regional Council as well as the Board of Directors of D.A.R.T.S. must regard such deficits as an unsatisfactory result of uncontrolled growth.

For the same reason the Directors are extremely reluctant to suggest a sufficient increase in Regional subsidy to realistically provide for unrestricted passenger registration.

It is for that reason that the Directors recommend budget Option #3 which would permit 1989 registration of no more than 2,400 new passengers, which is basically the same increase in new passenger registrations as last year. We are most reluctant to make that recommendation of limiting registration of new passengers for 1989 to 2,400; we realize it could bring hardship to many others who fully qualify for D.A.R.T.S. registration.

The only alternative is to continue with the present registration policy with the clear understanding that budget Option #3 and even Option #4 may fall short of meeting the growth in trip demand.

The key question is this: To what extent will D.A.R.T.S. respond to the real needs of the community? We respectfully suggest this is a political decision and therefore beyond the mandate of the Directors who serve on your behalf.

We would summarize the alternatives as follows -

- Continue with the present policy of unrestricted passenger registration with the expectation that 1989 will bring as many and possibly more applications than the 1,900 received in 1988 of which 1,400 were processed for registration. If new passenger registrations exceed our prediction of 2,400, which we think is unlikely, then a higher Regional Allocation would be required to avoid a 1989 deficit.
- It would be theoretically possible to sustain unlimited registration within budget Option #3 or #4 only by dramatically slashing the service provided to 6,800 currently registered passengers. This would likely require for example complete elimination of all weekend and evening service. The cut back would also require such a drastic increase in trip refusals that passengers would likely feel unable to make any firm plans for school, work, shopping, worship, entertainment, or family visits. In our judgement the community would regard this is an unfair and unacceptable hardship for thousands of elderly and disabled people who have come to depend on D.A.R.T.S. service.

- Page: 101
- The third alternative is to reluctantly accept the need to limit passenger registration and maintain the level and quality of service while doing everything possible to continue improving the cost efficiency which has earned D.A.R.T.S. an enviable position among Ontario transit systems. We recommend this alternative as being realistic from a control and budget perspective.

The Directors recognize that it is not easy to choose among those alternatives, however, we have no choice but to ask for guidance from Regional Council on what is essentially a question of political policy.

Long Range Planning Committee

A committee of the Board of Directors and research individuals are analyzing demographic, social and health-care trends with input from McMaster University's Health Council and other community resources with a goal of providing improved projections of growth and demand.

The Board feels that D.A.R.T.S. can be operated most effectively with a controlled rate of growth. We will keep you advised as the planning process continues.

We are encouraged by the fact that a growing proportion of new registrants are able to use the livery service for ambulatory passengers. This trend brings a significant cost benefit. The regional subsidy for each livery trip is approximately \$6.00 less than each trip on a D.A.R.T.S. van.

The trend is evident when we compare registrations over recent years -

	Wheelchair passengers % of registrants	Ambulatory passengers % of total registrants
1981	60%	40%
1988	40%	60%

This trend will no doubt continue as it parallels the growth in the aging population.

Registration Procedures

In order to constrain budget growth, D.A.R.T.S. takes exceptional measures to ensure that service is provided only to those who have no reasonable transportation option. All applicants are required to provide a doctor's certificate attesting to the fact that they cannot use conventional transit. In addition, we interview all ambulatory applicants to verify their need with a detailed written assessment. Of course those confined to a wheelchair are automatically accepted for registration.

Some might suggest that a "means test" could be imposed to identify prospective ambulatory passengers who could readily afford to use taxis rather than our JENC livery service. Of course such a social policy decision would be far beyond the scope of D.A.R.T.S. Directors. In any event, it seems most unlikely that people who can afford the convenience and almost instant service provided by taxi companies would be willing to accept the pre-booking inflexibility and the inevitable delays of a specialized transit system. The Board does not recommend such a discriminatory test.

A Declining Agency Revenue

Many community agencies and health care institutions whose clients or patients use D.A.R.T.S. service have in the past negotiated group rate agreements. These agreements are on a cost-recovery basis. However a growing number of those

- The third alternative is to reluctantly accept the need to limit passenger registration and maintain the level and quality of service while doing everything possible to continue improving the cost efficiency which has earned D.A.R.T.S. an enviable position among Ontario transit systems. We recommend this alternative as being realistic from a control and budget perspective.

The Directors recognize that it is not easy to choose among those alternatives, however, we have no choice but to ask for guidance from Regional Council on what is essentially a question of political policy.

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A Declining Agency Revenue

Many community agencies and health care institutions whose clients or patients use D.A.R.T.S. service have in the past negotiated group rate agreements. These

organizations are now converting to the far lower individual D.A.R.T.S. passenger fare. We expected this to happen and see no way to prevent it - especially in view of the severe cost constraints now being imposed on those organizations.

A number of agencies took this step in 1988. The difference between sponsored group rates and individual fares led to a net revenue decline of \$20,000. We anticipate that some or all of the 10 agencies still on a group rate will follow suit in 1989 or shortly after.

Forward Facing Vehicles

In 1987, the Ministry of Transportation for Ontario legislated vehicle manufacturers to provide for forward-facing wheelchairs in all vehicles for transit systems for the disabled. It was felt that this would provide more passenger protection in the event of a collision than the standard side facing position.

MTC has legislated all vehicle manufacturers for our transit systems to position seats and wheelchair restraints in the forward facing position. It should be noted that this reduces the capacity of our vehicles by 30%.

The forward-facing vehicles bring two other problems as well. It takes the driver far longer to load and safely secure passengers. Passenger capacity is also reduced from 7 wheelchairs in the side-facing vehicles to 5 in the new forward-facing vehicles. This has significant long range cost implications as D.A.R.T.S. gradually replaces its entire fleet with the new configuration. However, our primary concern is for the safety and well-being of passengers.

Complaints Committee

As you know a new committee was formed last year to discuss every single passenger complaint, analyze the causes and recommend measures to prevent recurrence to the Board of Directors. The number of complaints averages no more than 10 to 15 per month which can be regarded as very small for a pre-scheduled door to door service that provided 335,000 trips last year. However we regard even one complaint as one too many. It should also be noted that we received many more "thank you" comments than complaints.

Passengers are invited to meet with the Complaints Committee to discuss any concerns which they feel have not been adequately dealt with through our complaints procedure. Meeting dates are published in our newsletter. Thus far only two passengers have availed themselves of that opportunity.

Comparisons With Other Systems

The Hamilton-Wentworth System continues to compare very favourably with other Ontario properties for efficiency and cost effectiveness.

This is evident from a comparison of average cost per trip -

Hamilton-Wentworth	- \$10.50
Toronto	- \$30.07
Kitchener-Waterloo	- \$14.28
Ottawa-Carleton	- \$12.47
Peel	- \$14.85

Hamilton-Wentworth also compares very favourably when we consider the percentage of total operating costs contributed by local government - Page 104

Hamilton-Wentworth	- 28% (1989 is 28.3%)
Toronto	- 48%
Kitchener-Waterloo	- 46%
Ottawa-Carleton	- 44%
Peel	- 38%


We have every confidence that Hamilton-Wentworth will maintain that favourable position in 1989 whichever of the four budget options Regional Council chooses to adopt.

As elected representatives you have the opportunity and we respectfully suggest the responsibility to fulfill the commitment expressed by Regional Government when it founded D.A.R.T.S. in 1976 and which you, your colleagues and predecessors have so admirably supported over the past decade, and which you will recall, states:

"The Region desires to provide a public transportation system for disabled persons which term includes any individual who is unable to use regular transportation with dignity due to a disability."

However strong our personal commitment as Community volunteers, we have always recognized that the future of D.A.R.T.S. is essentially a political decision. Whatever your decision may be, you can be sure that the Directors, Management and Staff of D.A.R.T.S. will continue to do everything possible to meet the transportation needs of the citizens we are committed to serve on your behalf.

Respectfully submitted by the Board of Directors on behalf of our 6,800 passengers:


Harrison Arrell
President
Norman Corfe
Past President
Peter Hampson
Vice President
Paul McLenachan
Treasurer
Brian Pinto
Executive Director

Harry Buckle
Ivan Cairns
Councillor Geraldine Copps
Marilyn Davis
Ernest Feher
Councillor John Gallagher

Derek Watters

Larry Hall
Fred Irwin
Leo Laviolette
Eric McGhie
Ross Robinson
Ruth Selby

OPTION NUMBER 1

1989 BUDGET OPTION #1

4.5 PERCENT REGIONAL GUIDELINES

- A 4.5% increase over the 1988 Regional **budget** of \$888,000 would result in a 1989 Regional allocation of \$928,640 for an increase of \$40,640.
- This amount is \$35,000 below the \$963,000 **actual** required in 1988.

Service Implications

This option would demand a massive cut-back in service.

- The 4.5% increase over the 1988 budget would force elimination of 60,000 passenger trips. This would for example compel D.A.R.T.S. to eliminate all weekend service and almost 20% of evening service.
- The effect on passenger service would be even more drastic than suggested by the 22% reduction from the number of trips provided in 1988 because 1989 demand will reflect the needs of the 1,400 recently registered passengers and the 500 additional applications that have been accepted for processing.
- As well there would be a less drastic impact if the 4.5% guideline were based on the 1988 actual. The loss of trips would nevertheless be a severe hardship for many passengers who have virtually built their lives around D.A.R.T.S. service.

DISABLED AND AGED REGIONAL TRANSIT SYSTEM

Page: 107

BUDGET - 1989

	<u>Actual</u> <u>1987</u>	<u>Budget</u> <u>1988</u> <u>(000's)</u>	<u>Unaudited</u> <u>1988</u> <u>(000's)</u>	<u>Option 1</u> <u>4.5%</u>
<u>EXPENDITURES</u>				
Driver Wages	1,069,225	1,117	1,149	937,300
Employee Benefits	153,156	204	204	221,800
Workers' Compensation	39,775	44	52	44,300
Uniforms	4,595	4	6	4,000
Employee Training	--	4	2	3,500
Gas & Oil	136,669	144	144	134,300
Vehicle Repairs	146,711	166	166	169,700
Communications	7,716	10	11	10,900
Insurance	72,049	81	77	78,000
Licenses & Permits	4,500	5	5	5,000
Depreciation	96,237	105	105	74,500
Livery Service	815,997	1,043	1,255	1,160,200
Sub-Total	<u>2,546,630</u>	<u>2,927</u>	<u>3,176</u>	<u>2,843,500</u>
 <u>OVERHEAD</u>				
Salaries	178,589	190	192	204,700
Telephone	9,974	12	12	13,400
Postage	5,000	6	5	6,800
Printing & Stationery	17,711	16	19	11,300
Office Supplies	6,668	7	6	6,800
Office Equipment	4,074	4	4	6,000
Computer Service	799	1	1	2,900
Maintenance - Premises	25,990	19	22	24,200
Rent	12,600	15	15	20,100
Travel	1,516	3	2	3,000
Legal & Audit	6,000	10	13	8,000
Miscellaneous	14,411	17	14	17,000
Sub-Total	<u>283,332</u>	<u>300</u>	<u>305</u>	<u>324,200</u>
TOTAL EXPENDITURES	<u>2,829,962</u>	<u>3,227</u>	<u>3,481</u>	<u>3,167,700</u>
 <u>REVENUES</u>				
MTC Subsidy	1,521,310	1,759	1,916	1,697,560
Agencies	256,654	270	262	240,500
Passengers	231,153	261	295	259,000
Charters	42,255	45	45	42,000
Other	3,500	4	--	--
TOTAL REVENUES	<u>2,054,872</u>	<u>2,339</u>	<u>2,518</u>	<u>2,239,060</u>
 Region Grant	 775,090	 888	 963	 928,640
 D.A.R.T.S. Trips	 140,934	 151	 148	 115,000
Livery Trips	137,335	158	187	160,000
TOTAL	<u>278,269</u>	<u>309</u>	<u>335</u>	<u>275,000</u>

OPTION NUMBER 2

1989 BUDGET OPTION #2

Trip Maintenance

This option would enable D.A.R.T.S. to provide the same number of passenger trips as in 1988.

The 1989 Regional allocation of \$1,099,235 would represent a 23% (\$210,750) over the 1988 budget of \$888,000 or a 14% increase (\$136,235) over the 1988 actual of \$963,000.

- o This will permit a 7% increase in expenditures from 1988 actual or a 15% increase over 1988 budget. Most of this increase will fall to the Region because of the MTO formula since there are no additional trips.
- o Wage rates used are within Regional guidelines as well as upgrading of part-time to full-time positions as provided for in the 1989 collective agreement.

Service Implications

- o While this option provides for the same number of trips (335,000) it would nevertheless cause a drastic reduction in the level of passenger service and satisfaction. Last year's trip total would fall far short of meeting all the new needs of the 1,400 passengers registered throughout 1988 and the 500 additional applications which have been accepted for processing.
- o It would be necessary to eliminate the extended weekend service introduced in 1988.
- o No new passengers could be registered in 1989 beyond vacancies created by attrition.

DISABLED AND AGED REGIONAL TRANSIT SYSTEM

Page: 110

BUDGET - 1989

	<u>Actual</u> <u>1987</u>	<u>Budget</u> <u>1988</u> (000's)	<u>Unaudited</u> <u>1988</u> (000's)	<u>Option 2</u> <u>Maintenance</u>
<u>EXPENDITURES</u>				
Driver Wages	1,069,225	1,117	1,149	1,206,200
Employee Benefits	153,156	204	204	267,500
Workers' Compensation	39,775	44	52	50,200
Uniforms	4,595	4	6	4,000
Employee Training	--	4	2	3,500
Gas & Oil	136,669	144	144	149,500
Vehicle Repairs	146,711	166	166	175,200
Communications	7,716	10	11	10,900
Insurance	72,049	81	77	78,000
Licenses & Permits	4,500	5	5	5,000
Depreciation	96,237	105	105	74,500
Livery Service	815,997	1,043	1,255	1,355,300
Sub-Total	<u>2,546,630</u>	<u>2,927</u>	<u>3,176</u>	<u>3,379,800</u>
 <u>OVERHEAD</u>				
Salaries	178,589	190	192	224,700
Telephone	9,974	12	12	13,900
Postage	5,000	6	5	6,800
Printing & Stationery	17,711	16	19	11,500
Office Supplies	6,668	7	6	7,000
Office Equipment	4,074	4	4	6,200
Computer Service	799	1	1	2,900
Maintenance - Premises	25,990	19	22	24,200
Rent	12,600	15	15	20,100
Travel	1,516	3	2	3,000
Legal & Audit	6,000	10	13	8,000
Miscellaneous	14,411	17	14	17,000
Sub-Total	<u>283,332</u>	<u>300</u>	<u>305</u>	<u>345,300</u>
TOTAL EXPENDITURES	<u>2,829,962</u>	<u>3,227</u>	<u>3,481</u>	<u>3,725,100</u>
 <u>REVENUES</u>				
MTC Subsidy	1,521,310	1,759	1,916	2,035,665
Agencies	256,654	270	262	240,500
Passengers	231,153	261	295	304,700
Charters	42,255	45	45	45,000
Other	3,500	4	--	3--
TOTAL REVENUES	<u>2,054,872</u>	<u>2,339</u>	<u>2,518</u>	<u>2,625,865</u>
 Region Grant	 775,090	 888	 963	 1,099,235
 D.A.R.T.S. Trips	 140,934	 151	 148	 148,000
Livery Trips	137,335	158	187	187,000
TOTAL	<u>278,269</u>	<u>309</u>	<u>335</u>	<u>335,000</u>

OPTION NUMBER 3

1989 BUDGET OPTION #3

Restrained Service Expansion

This would meet the needs of our current passengers and permit some new registrations up to 2,400.

A 1989 allocation of \$1,255,400 represents a 41.2% (\$366,915) increase over the 1988 budget of \$888,000 or a 30.3% increase (\$292,400) over the 1988 actual of \$963,000.

- o Wage rates used are within Regional guidelines as well as upgrading of part-time to full-time positions as provided for in the 1989 collective agreement.
- o Permit two additional reservationists, one assistant dispatcher, and one part-time financial analyst.
- o Three additional vehicles including one replacement increasing the D.A.R.T.S. fleet from 29 plus 4 spares, to 31 plus 5 spares. (capital)
- o Installation of a call-sequencer to the phone system to alleviate the problems of reservations (capital).

Service Implications

- o This provides for 400,000 passenger trips or 65,000 more than in 1988.
- o It will be necessary to limit new passenger registrations once budget capacities have been reached. A registration waiting list is probably unavoidable.
- o Extended weekend service introduced in 1988 will be continued.
- o It should be possible to at least partially respond to new requests from self-help groups and health care institutions.
- o Reflects a reduction in revenue from sponsoring agencies (see item in background notes).
- o Reflects the schedule increase in JENC trips from \$6.63 to \$7.25 as provided for in the five year contract.

Note: The Directors recommend this as a responsible though restrained budget option. We would regret the necessity to restrict registrations from those who need and qualify for D.A.R.T.S. service.

DISABLED AND AGED REGIONAL TRANSIT SYSTEM

Page: 113

BUDGET - 1989

	<u>Actual</u> <u>1987</u>	<u>Budget</u> <u>1988</u> (000's)	<u>Unaudited</u> <u>1988</u> (000's)	Option 3 <u>Restrained</u> <u>Service</u> <u>Expansion</u>
<u>EXPENDITURES</u>				
Driver Wages	1,069,225	1,117	1,149	1,348,100
Employee Benefits	153,156	204	204	273,200
Workers' Compensation	39,775	44	52	55,200
Uniforms	4,595	4	6	4,000
Employee Training	--	4	2	3,500
Gas & Oil	136,669	144	144	163,000
Vehicle Repairs	146,711	166	166	197,500
Communications	7,716	10	11	11,300
Insurance	72,049	81	77	80,000
Licenses & Permits	4,500	5	5	5,000
Depreciation	96,237	105	105	94,000
Livery Service	815,997	1,043	1,255	1,742,100
Sub-Total	<u>2,546,630</u>	<u>2,927</u>	<u>3,176</u>	<u>3,976,900</u>
 <u>OVERHEAD</u>				
Salaries	178,589	190	192	224,700
Telephone	9,974	12	12	13,900
Postage	5,000	6	5	6,800
Printing & Stationery	17,711	16	19	11,500
Office Supplies	6,668	7	6	7,000
Office Equipment	4,074	4	4	6,200
Computer Service	799	1	1	2,900
Maintenance - Premises	25,990	19	22	24,200
Rent	12,600	15	15	20,100
Travel	1,516	3	2	3,000
Legal & Audit	6,000	10	13	8,000
Miscellaneous	14,411	17	14	17,000
Sub-Total	<u>283,332</u>	<u>300</u>	<u>305</u>	<u>345,300</u>
TOTAL EXPENDITURES	<u>2,829,962</u>	<u>3,227</u>	<u>3,481</u>	<u>4,322,200</u>
 <u>REVENUES</u>				
MTC Subsidy	1,521,310	1,759	1,916	2,404,200
Agencies	256,654	270	262	240,500
Passengers	231,153	261	295	375,100
Charters	42,255	45	45	47,000
Other	3,500	4	--	---
TOTAL REVENUES	<u>2,054,872</u>	<u>2,339</u>	<u>2,518</u>	<u>3,066,800</u>
Region Grant	775,090	888	963	1,255,400
D.A.R.T.S. Trips	140,934	151	148	160,000
Livery Trips	137,335	158	187	240,000
TOTAL	<u>278,269</u>	<u>309</u>	<u>335</u>	<u>400,000</u>

OPTION NUMBER 4

1989 BUDGET OPTION #4

Enhanced Service Expansion

This would meet the needs of our current passengers and provide for 800 more new registrations in 1989 over Option 3.

A 1989 allocation of \$1,271,900 represents a 43.2% (\$383,415) increase over the 1988 budget of \$888,000 or a 32.1% increase (\$308,900) over the 1988 actual of \$963,000.

- o Wage rates used are within Regional guidelines as well as benefits and upgrading of part-time to full-time positions as provided for in the 1989 collective agreement.
- o Permit two additional reservationists, one assistant dispatcher and one part-time financial analyst.
- o Three additional vehicles including one replacement, increasing the D.A.R.T.S. fleet from 29 plus 4 spares, to 31 plus 5 spares (capital).
- o Installation of a call sequencer to the phone system to alleviate the problems of reservations (capital).

Service Implications

This provides for 85,000 more trips than in 1988 and 20,000 more ambulatory trips than option 3.

- o Extended weekend service introduced in 1988 would be continued.
- o More new service requests from ambulatory self-help groups and health care institutions could be accepted than would be possible with Option 3.
- o Reflects a reduction in revenue from sponsoring agencies (see item in background notes).
- o Reflects the scheduled increase in JENC trips from \$6.63 to \$7.25 as provided for in the five year contract.
- o Would allow for a slight increase in registrations of new passengers over last year.

DISABLED AND AGED REGIONAL TRANSIT SYSTEM

Page: 116

BUDGET - 1989

	<u>Actual</u> <u>1987</u>	<u>Budget</u> <u>1988</u> (000's)	<u>Unaudited</u> <u>1988</u> (000's)	<u>Option 4</u> <u>Enhanced</u> <u>Service</u> <u>Expansion</u>
<u>EXPENDITURES</u>				
Driver Wages	1,069,225	1,117	1,149	1,348,100
Employee Benefits	153,156	204	204	273,200
Workers' Compensation	39,775	44	52	55,200
Uniforms	4,595	4	6	4,000
Employee Training	--	4	2	3,500
Gas & Oil	136,669	144	144	163,000
Vehicle Repairs	146,711	166	166	197,500
Communications	7,716	10	11	11,300
Insurance	72,049	81	77	80,000
Licenses & Permits	4,500	5	5	5,000
Depreciation	96,237	105	105	94,000
Livery Service	815,997	1,043	1,255	1,887,100
Sub-Total	<u>2,546,630</u>	<u>2,927</u>	<u>3,176</u>	<u>4,121,900</u>
 <u>OVERHEAD</u>				
Salaries	178,589	190	192	224,700
Telephone	9,974	12	12	13,900
Postage	5,000	6	5	6,800
Printing & Stationery	17,711	16	19	11,500
Office Supplies	6,668	7	6	7,000
Office Equipment	4,074	4	4	6,200
Computer Service	799	1	1	2,900
Maintenance - Premises	25,990	19	22	24,200
Rent	12,600	15	15	20,100
Travel	1,516	3	2	3,000
Legal & Audit	6,000	10	13	8,000
Miscellaneous	14,411	17	14	17,000
Sub-Total	<u>283,332</u>	<u>300</u>	<u>305</u>	<u>345,300</u>
TOTAL EXPENDITURES	<u>2,829,962</u>	<u>3,227</u>	<u>3,481</u>	<u>4,467,200</u>
 <u>REVENUES</u>				
MTC Subsidy	1,521,310	1,759	1,916	2,510,700
Agencies	256,654	270	262	240,500
Passengers	231,153	261	295	397,100
Charters	42,255	45	45	47,000
Other	3,500	4	--	--
TOTAL REVENUES	<u>2,054,872</u>	<u>2,339</u>	<u>2,518</u>	<u>3,195,300</u>
 Region Grant	 775,090	 888	 963	 1,271,900
 D.A.R.T.S. Trips	 140,934	 151	 148	 160,000
Livery Trips	137,335	158	187	260,000
TOTAL	<u>278,269</u>	<u>309</u>	<u>335</u>	<u>420,000</u>

DISABLED AND AGED REGIONAL TRANSIT SYSTEM - 1989 BUDGET SUMMARY

Page: 117

SERVICE RELATED EXPENDITURES	1987 ACTUAL	1988 BUDGET	1988 UNAUDITED (000's)	Option 1 Guidelines	Option 2 Maintenance	Option 3 Restrained Service Expansion	Option 4 Enhanced Service Expansion
Drivers Wages	1,069,225	1,117	1,149	937,300	1,206,200	1,348,100	1,348,100
Employee Benefits	153,156	204	204	221,800	267,500	273,200	273,200
Worker's Compensation	39,775	44	52	44,300	50,200	55,200	55,200
Uniforms	4,595	4	6	4,000	4,000	4,000	4,000
Employee Training	--	4	2	3,500	3,500	3,500	3,500
Gas & Oil	136,669	144	144	134,300	149,500	163,000	163,000
Vehicle Repairs	146,711	166	166	169,700	175,200	197,500	197,500
Communication	7,716	10	11	10,900	10,900	11,300	11,300
Insurance	72,049	81	77	78,000	78,000	80,000	80,000
Licenses & Permits	4,500	5	5	5,000	5,000	5,000	5,000
Depreciation	96,237	105	105	74,500	74,500	94,000	94,000
Livery Service	815,997	1,043	1,255	1,160,200	1,355,300	1,742,100	1,887,100
Sub-Total	1,853,288	2,927	3,176	2,843,500	3,379,800	3,976,900	4,121,900
OVERHEAD							
Salaries	178,589	190	192	204,700	224,700	224,700	224,700
Telephone	9,974	12	12	13,400	13,500	13,900	13,900
Postage	5,000	6	5	6,800	6,800	6,800	6,800
Printing & Stationery	17,711	16	19	11,300	11,500	11,500	11,500
Office Supplies	6,668	7	6	6,800	7,000	7,000	7,000
Office Equipment	4,074	4	4	6,000	6,200	6,200	6,200
Computer Service	799	1	1	2,900	2,900	2,900	2,900
Maintenance - Premises	25,990	19	22	24,200	24,200	24,200	24,200
Rent	12,600	15	15	20,100	20,100	20,100	20,100
Travel	1,516	3	2	3,000	3,000	3,000	3,000
Legal & Audit	6,000	10	13	8,000	8,000	8,000	8,000
Miscellaneous	14,411	17	14	17,000	17,000	17,000	17,000
Sub-Total	283,332	300	305	324,200	345,300	345,300	345,300
TOTAL EXPENDITURES	2,829,962	3,227	3,481	3,167,700	3,725,100	4,322,200	4,467,200
REVENUES							
MTC Subsidy	1,521,310	1,759	1,916	1,697,560	2,035,665	2,404,200	2,510,700
Agencies	256,654	270	262	240,500	240,500	240,500	240,500
Passengers	231,153	261	295	259,000	304,700	375,100	397,100
Charters	42,255	45	45	42,000	45,000	47,000	47,000
Other	3,500	4	--	--	--	--	--
TOTAL REVENUES	2,054,872	2,339	2,518	2,239,060	2,625,865	3,066,800	3,195,300
Region Grant	705,090	888	963	928,640	1,099,235	1,255,400	1,271,900
D.A.R.T.S. Trips	140,934	151	148	115,000	148,000	160,000	160,000
Livery Trips	137,335	158	187	160,000	187,000	240,000	260,000
TOTAL	278,269	309	335	275,000	335,000	400,000	420,000

D.A.R.T.S.
5 Year Vehicle Plan
Capital Subsidy Method

Page: 118

Per Capital Subsidy Method	Purchase or Appraised Price	Adjusted U.C.C.	Deprec'n 1988	Deprec'n 1989	Deprec'n 1990	Deprec'n 1991	Deprec'n 1992
926 1981 IH Bus	37,600	6,266.67					
935 1983 Ford Busette	26,407	14,704.00					
Computer	16,602	8,301.00					
937 1984 Ford Busette	30,738	15,369.00					
938 1984 Ford Busette	30,938	15,469.00					
939 1984 Ford Busette	31,198	15,599.00					
940 1984 Ford Busette	31,198	15,599.00					
941 1984 Ford Busette	29,463	14,731.50					
942 1984 Ford Busette	29,463	14,731.50					
Computer	7,577	3,788.87					
943 1985 Ford Busette	32,450	16,225.00	4,056.25				
944 1985 Ford Busette	32,450	16,225.00	4,056.25				
945 1985 Ford Busette	32,450	16,225.00	4,056.25				
946 1985 Ford Busette	32,450	16,225.00	4,056.25				
947 1985 Ford Busette	32,450	16,225.00	4,056.25				
948 1985 Ford Busette	32,450	16,225.00	---				
949 1985 Ford Busette	32,450	16,225.00	---				
950 1985 IH Bus	47,737	23,869.00	5,968.00				
951 1985 Ford Busette	32,450	16,225.00	4,056.25				
Computer terminals	6,143	3,071.00	767.00				
952 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00			
953 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00			
954 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00			
955 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00			
956 1986 Ford Busette	32,792	16,396.00	4,099.00	4,099.00			
957 1986 Ford Busette	32,792	16,396.00	---	---			
958 1986 Ford Busette	32,792	16,396.00	---	---			
959 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13			
960 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13			
961 Fwd.facing '86 "	44,969	22,484.50	5,621.13	5,621.13			
962 Fwd.facing '87 "	46,769	23,384.50	5,846.12	5,846.12	5,846.12		
963 Fwd.facing '87 "	46,769	23,384.50	5,846.12	5,846.12	5,846.12		
964 Fwd.facing '87 "	46,769	23,384.50	5,846.12	5,846.12	5,846.12		
Computer Demo Project	12,000	3,237.75					
<u>1988 Additions</u>							
965 Fwd.facing '88 "	47,119	23,559.50	5,889.87	5,889.87	5,889.87	5,889.87	
966 Fwd.facing '88 "	47,119	23,559.50	5,889.87	5,889.87	5,889.87	5,889.87	
967 Fwd.facing '88 "	47,119	23,559.50	5,889.87	5,889.87	5,889.87	5,889.87	
Computer	15,000	3,750.00	938.00	938.00	938.00	938.00	
<u>1989 Acquisitions</u>							
3 x 49,000 (2add,1repl)	147,000	73,500.00		18,375.00	18,375.00	18,375.00	18,375.00
Call Sequencer/telephones	18,600	9,300.00		2,325.00	2,325.00	2,325.00	2,325.00
<u>1990 Acquisitions</u>							
7 x 51,000 (1add,6repl)	357,000	178,500.00			44,630.00	44,630.00	44,630.00
<u>1991 Acquisitions</u>							
8 x 52,000 (8repl)	416,000	208,000.00				52,000.00	52,000.00
<u>1992 Acquisitions</u>							
6 x 53,000 (6repl)	318,000	159,000.00					39,750.00
Depreciation			104,577.00	94,204.00	101,476.00	135,938.00	157,080.00
Fleet Size			29 + 4	31 + 5	32 + 4	32 + 4	32 + 4

D.A.R.T.S. 5 YEAR STATISTICAL SUMMARY (000's)

	1984	1985	1986	1987	Estimate 1988	Option 1	Option 2	Option 3	Option 4
Expenditures	1,441	1,717	2,107	2,830	3,474	3,167	3,725	4,322	4,467
Revenues-Fares	331	379	441	533	597	542	590	663	684
MTC Subsidy	742	919	1,157	1,521	1,914	1,697	2,036	2,404	2,511
Region Grant	368	419	600	775	888	928	1,099	1,255	1,272
Surplus (Deficit)	-	-	91	-	< 75>	-	-	-	-
MTC Subsidy/Trip	\$2.50	\$2.60	\$2.70	\$2.85	\$3.00	\$3.15	\$3.15	\$3.15	\$3.15
Passenger Trips-DARTS	96	98	107	141	148	115	148	160	160
-Livery	63	95	116	137	187	160	187	240	260
Total Trips	159	193	223	278	335	275	335	400	420
Km. Travelled (DARTS)	606	766	940	1,385	1,400	1,092	1,406	1,520	1,520
Km./Trip (DARTS)	6.31	7.85	8.80	9.82	9.46	9.5	9.5	9.5	9.5
# of Vehicles (DARTS)	19 + 4	21 + 3	25 + 4	25 + 4	28 + 4	29 + 4	29 + 4	31 + 5	31 + 5

Comparison of D.A.R.T.S. to Other Municipalities - 1988

The attached analysis illustrates the following:

1. Revenue from passengers is 17.2% of total budget at D.A.R.T.S. Others range from 3% to 11%.
2. Municipal Contributions of Budget:

Hamilton-Wentworth	28% (1989 is 28.3%)
Toronto	48%
Ottawa - Carleton	44%
Peel	38%
Kitchener - Waterloo	46%
3. Average Cost per Trip is:

Hamilton-Wentworth	\$10.50
Toronto	\$30.07
Ottawa - Carleton	\$12.47
Peel	\$14.85
Kitchener - Waterloo	\$14.28
4. As indicated under trips/capita, Hamilton-Wentworth is significantly higher because this is a centre for the disabled and because of the excellent medical facilities.

Comparison To Other Para Transit Services - Budget 1988

	<u>Metro Toronto</u>	<u>Ottawa Carleton</u>	<u>Peel _____</u>	<u>Kitchener Waterloo</u>	<u>Hamilton- Wentworth</u>
<u>Operating Statistics</u>					
1. Population	2,200,000	568,000	633,000	255,000	416,000
2. Area Serviced (sq. miles)	244	236	500	80	482
3. Registered Passengers	12,000	8,500	2,000	2,200	6,800
4. Passenger Trips 1988	656,000	358,000	113,800	72,000	335,000
5. Passenger Trips 1989	754,000	378,000	140,000	105,000	400,000
Increase Over 1988	15.0%	5.6%	23.0%	45.8%	19.4%
6. Vehicle Hours 1988	351,000	170,000	49,000	36,000	74,000
Trips/Hour (4/5)	1.9	2.2	2.3	2.0	2.0
7. Trips/Capita (4/1)	.30	.63	.18	.28	.81
8. Operating Vehicles	84 vans 25 cars	52 vans 12 cars	18 vans + taxis	10 vans + taxis	31 vans + livery
9. Total Drivers	225	100	12 ft 12 pt	19 ft 1 pt	29 ft 16 pt
10. Administrative Staff	78	15	12	7	11
11. Average Cost per Trip(13/4)	\$30.07	\$12.47	\$14.85	\$14.28	\$10.50

Comparison To Other Para Transit Services - Budget 1988

	<u>Metro Toronto</u>	<u>Ottawa Carleton</u>	<u>Peel</u>	<u>Kitchener Waterloo</u>	<u>Hamilton- Wentworth</u>
<u>Financial Data</u>					
12. Fares	1.05 (.89c/token)	2.00 .80c (off peak)	1.05	1.05	1.05 or agencies between \$3 and \$17
13. Revenue: (\$)					
Passenger Fares	618,000	384,000	197,000	77,000	597,000
Fares % of Total Revenue	3.1%	8.6%	11.6%	7.5%	17.2%
MTC (\$)	9,550,000	2,246,000	854,000	476,000	1,914,000
Municipality (\$)	9,550,000	1,836,000	640,000	475,000	963,000
Revenues	<u>19,718,000</u>	<u>4,466,000</u>	<u>1,691,000</u>	<u>1,028,000</u>	<u>3,474,000</u>
14. Municipal Contribution of Budget	48.4%	44.0%	37.8%	46.2%	27.7%
15. Operating Expenditures (\$)	19,718,000	6,375,000	1,691,000	1,028,000	3,474,000
16. Capital Expenditures (\$)	9,300,000	117,000	135,000	126,000	211,000

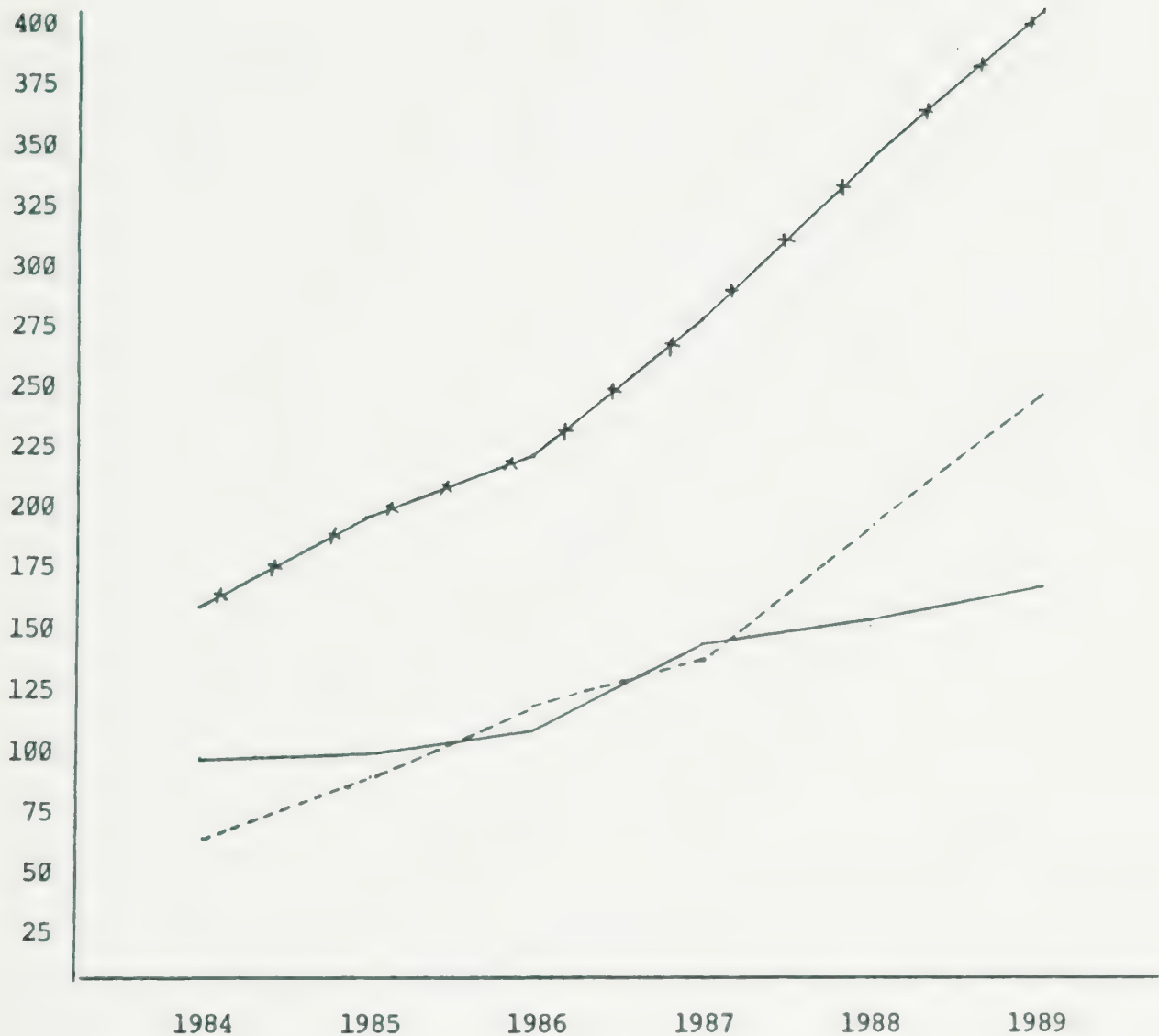
ANALYSIS OF D.A.R.T.S. PASSENGERS

OVER AGE 60

<u>Age cohort</u>	<u>Passengers</u>	<u>% of total registrants</u>
60-64	392	6
65-70	639	9
71-76	836	12
77-82	1,081	16
82+	<u>1,623</u>	<u>24</u>
	4,571	67

1. 67% of D.A.R.T.S. passengers are over age 60.
2. Wheelchair passengers over age 60 = 1,828 40%
 Ambulatory passengers over age 60 = 2,743 60%
4,571

Trips (000's)



LEGEND

TAXI/LIVERY TRIPS

—————

D.A.R.T.S. TRIPS

* * * * *

TOTAL TRIPS

\$ (000's)



LEGEND

—

REGION GRANT

- - -

MTC SUBSIDY

-x-x-x-

TOTAL EXPENDITURES

CAPITAL BUDGETS



January 31, 1989

REPORT TRA 89-005

To the Chairman and Members of the
Transportation Services Committee

Re: **TRANSPORTATION DEPARTMENT CAPITAL BUDGETS**

Overview:

The five year gross expenditure for Capital Projects within the urban transit area has decreased from \$63.4 million in 1992 to \$62.2 million in 1993. However, the net (after subsidy) expenditure has actually increased slightly from \$13.4 million in 1992 to \$13.6 million in 1993.

The multi-year forecasts indicate that the current plan of phasing in this Capital Budget on a pay-as-you-go is still achievable. Given regular fare increase and service growth tied to population and demand growth, it is forecasted that the rise in the Transit Levy can be held to the inflation rate.

This Capital Budget is in keeping with the Strategic Plan adopted by Regional Council in 1984 which is to concentrate Transit improvements on infrastructure (buildings, buses, administrative and operational efficiencies) and on amenities (express buses, information access, shelters, etc.). It is envisioned that the Public Transit System will continue to conform to this course of action based on the Current Official Plan and growth projections.

Meetings are taking place now on possible revised subsidy policies and estimates with respect to the issue of trolleys. The information contained in these budgets is based on current policies and best estimates as of October 1988.

InterCity Transit System (C.C.L.):

In 1988 Regional Council adopted a plan to rejuvenate the fleet and provide C.C.L. with the means to become self sustaining. That plan took advantage of funding available from Transport Canada which now gives us an opportunity to address the previously untapped intercity disabled market.

continued ...



The Capital Plan herein submitted continues the Capital replacement program with six Transport Canada vehicles to be received in 1989 along with the purchase of six suburban coaches, two minivans and four used buses. In August of 1988 (TRA 88-024) Committee and Council approved the placing of this order for delivery in 1989. This allowed C.C.L. to take advantage of a production run underway resulting in significant cost savings.

Recommendations:

1. That the 1989 - 1993 Capital Budgets and the five year Capital Financing Plans be approved and referred to the Finance and Personnel Committee.
2. That, upon approval of the 1989 - 1993 Capital Budget by Regional Council, the Commissioner of Transportation be authorized to proceed with the implementation of the various projects described in the Hamilton Street Railway and Canada Coach Lines portions of the budget for 1989.
3. That the "Contribution to Capital" identified in the various schedules be included in the corresponding current budget estimates for 1989.

Respectfully submitted,

H.O. Schweinbenz
Commissioner of Transportation

ELP/cb

TRANSIT: HAMILTON STREET RAILWAY





February 1, 1989

To the Chairman and Members of the
Transportation Services Committee

Re: 1989 - 1993 CAPITAL BUDGET FOR THE
HAMILTON STREET RAILWAY COMPANY

Background:

Each year the five year Capital Budget is updated to reflect any new projects, any changes in the financing costs or any required operational changes in the work-in-progress accounts. This top-down budget approach then requires that these capital programs be evaluated in terms of our five year fiscal operating program to ensure that their cost can be met within the operating budgets and are conducive to the success of the long range Regional objectives.

The five year Capital programs for HSR and CCL as well as the five year financial models of their respective Operating Budgets are presented on the following pages.

The Operating Budget for 1989 and the remaining four years of the five year model shows that the Capital Programs are affordable and within inflationary guidelines thus providing the Region with continued fiscal strength.

Analysis:

The 1989 - 1993 Capital Program is presented in two parts, Work-in-Progress and New Projects. The "Work-in-Progress" are projects or programs that may be several smaller projects which are underway. "New Projects" are projects or programs that have not yet started.

Each of the "Work-in-Progress" or "New Projects" have been updated or revised to reflect the wishes of Regional Council. The following narrative briefly describes any changes that have occurred to the Capital Accounts.

continued ...



New Projects - H.S.R.:

1. Relocate Bell Manor Loop

These are the dollars required to relocate the Bell Manor Loop from the southside of Barton Street to the northside. This will address the safety issue when making a left hand turn.

2. Trolley Coach Study

These dollars (net) were previously shown in the operating budget and are to review the feasibility of expanding the system.

3. Bus Check Promotion

These dollars are for advertising and promotion of Bus Check which is to be expanded systemwide in 1989.

4. Information Posts and Stop Signs

This is a program of replacing and upgrading 400 signs per year for the next five years.

5. Buses - Diesel

These are the dollars required to continue the HSR "Bus Replacement" Program which has the HSR purchasing fifteen (15) new buses each year to maintain the operating efficiency of the fleet.

6. Transit Shelters

This is an ongoing project of implementing fifty (50) new shelters a year through to 1993.

7. Bus Destination Signs

This is an upgrade of the "Destination Curtains" on the buses. This is a five year project to start in 1989 with an extensive service to determine the method to be employed.

continued ...



8. Upgrade Bus Loops

These are the monies required to upgrade five bus loops per year at an estimated cost of \$25,000.00 per loop. This project involves the paving and landscaping of the loop.

9. Bus Stop Landing Areas

This is a five year project which will provide cement pads at bus stops where there are no sidewalks. This will allow for a safe entrance and exit from buses.

10. Trolley Infrastructure Expansion

These are the estimated dollars to expand the service. This program is scheduled to start in 1990.

11. Trolley Articulated

These are the estimated dollars to address the purchase of two sixty-foot trolleys in 1991 to replace three forty-foot trolleys and to purchase ten additional vehicles in each year thereafter beginning in 1992.

Work-in-Progress:

1. Control & Communications Systems

These are the dollars to finish the computerization project.

2. Wentworth Street Transit Centre

These are the dollars for the new Transit Centre at 330 Wentworth St. North.

3. Farebox Systems Update

These are the dollars for the conversion to the new electronic farebox.

4. Express Bus Facilities

These are the dollars to address the planned north/south express bus route.

continued ...



5. Acquisition of Articulated Buses - Diesel

These dollars are required to upgrade the nine articulated coaches purchased from O.C. Transpo in 1988 as part of the articulated bus demonstration program.

6. Power-Assisted Steering

This program is to address the problem existing with the thirty 1979 Flyer buses which do not have "power steering". These buses are contributing to the current level of Workers' Compensation claims and are also the cause of many union grievances.

7. Ridership Information System

These funds are required to address a variety of capital items that have been identified as necessary to continue the planned increase in the flow of timely and accurate information to the ridership. Some of the items identified are as follows:

a. Bus Check Video Text Displays

Video text displays are planned for the Downtown Ticket Office and four mall locations (Eastgate, Fiesta, Limeridge and Jackson Square) and McMaster University. These displays would provide riders with schedule information for various routes on request and would also display marketing information.

b. Telephone Information Clerks Display

A system to provide the telephone information clerks with video displays for route and schedule information which will make this interactive process between the clerks and ridership much more efficient and accurate.

continued ...



c. Intellimap Route Displays

These displays would be used to provide riders with general route and "how to get there" information. This project includes three "Intellimap" displays, one located in the Downtown Ticket Office and two in selected malls.

8. Trolley Infrastructure Upgrade

The coordination of the City's road work with any work on the trolley infrastructure is vital to minimizing the impact on the citizens of Hamilton. The 1989 program for road construction on King Street presents the HSR with an opportunity to do badly needed work on the infrastructure. The cost for this work has been included in this capital budget.

Respectfully submitted,

H.O. Schweinbenz
Commissioner of Transportation

ELP/cb

TRANSIT - M.R.R.
CURRENT BUDGET MULTI- YEAR FORECAST

(\$000's)

	1988					5 YEAR
	BUDGET	1989	1990	1991	1992	1993 TOTAL
		3.34	3.94	4.44	4.74	5.24
Operating Expenditure	43,422	44,864	46,605	48,660	50,926	230,590 244,644
Debt Charges - External	0	0	0	0	0	0 0
Debt Charges - Internal	1,705	2,060	2,913	3,177	3,385	3,385 14,920
Contribution To Capital	226	236	247	576	1,101	1,409 3,969
Total Current Budget	45,353	47,160	49,765	52,413	55,412	58,384 263,133
Less:						
Grants & Subsidies	8,626	9,550	9,831	10,216	10,647	11,163 51,427
Farebox, Stabilization, & Advertising	26,150	26,415	28,046	29,774	31,763	33,655 149,653
Route Deficits	985	1,052	1,099	1,149	1,201	1,255 5,755
Levy Requirement	9,592	10,143	10,789	11,274	11,781	12,311 56,298
Increase		5.74	6.44	4.54	4.54	4.54
Debt Charges as %						
Levy and Fare Stabilization		154	204	214	214	204
Incremental Operating Costs (\$000's)						
(incorporated in above)		0	0	0	0	0
Additional (Reduced) Debt Costs						
In Each Year		355	853	264	208	0

10-Jan-89

TRANSIT - H.S.R.
SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

(\$000's)

5 YEAR

	1989	1990	1991	1992	1993	TOTAL
Gross Expenditure	27,310	8,198	13,421	8,185	5,059	62,173
Less: Grants & Subsidies	20,209	6,178	11,446	7,084	3,650	48,567
Other Revenue	0	0	0	0	0	0
Net Expenditure	7,101	2,020	1,975	1,101	1,409	13,606
Contribution from Current	236	247	576	1,101	1,409	3,569
Financing Required from Reserves	6,865	1,773	1,399	0	0	10,037

NEW PROJECTS SUMMARY

TOTAL

Gross Expenditure	4,827	5,279	10,921	8,185	5,059	34,271
Less: Grants & Subsidies	3,489	3,989	9,571	7,084	3,650	27,783
Other Revenue	0	0	0	0	0	0
	1,338	1,290	1,350	1,101	1,409	6,488

WORK-IN-PROGRESS SUMMARY

TOTAL

Gross Expenditure	22,483	2,919	2,500	0	0	27,902
Less: Grants & Subsidies	16,720	2,189	1,875	0	0	20,784
Other Revenue	0	0	0	0	0	0
	5,763	730	625	0	0	7,118

ASSUMPTIONS - TRANSIT - H.S.R. ---

1. INFLATION - 4.5% per year.
2. DEBT CHARGES - 8.0% over 10 years. Debt Factor (.149029)
 - TRANSIT CENTRE - 8.0% over 15 years. Debt Factor (.116830)
3. OPERATING EXPENDITURES - Calculated result of annual Levy increase of 4.5%.
4. CONTRIBUTION TO CAPITAL - As submitted by H.S.R..
5. REVENUES -
 - SUBSIDIES & OTHER REVENUE - 1989 Figures submitted by H.S.R.
 - Farebox - Increases annually by 6.0%.
 - Advertising - As submitted by HSR.
 - Provincial Subsidy - 19.6875% of Eligible Expenditures.
 - Fare Stabilization - Increases annually by 6.0%.
 - General Support - Increases annually by inflation.
 - Route Deficits - As submitted by H.S.R..
6. LEVY REQUIREMENT - 1989 Per Macro Projection less increases due to new building.
 - 1990 Adjusted to include increased cost of new building.
 - increased annually by inflation.

7. OTHER - CAPITAL PROGRAM

REPLACEMENT BUSES

Diesel - 15 buses scheduled for 1988 were purchased in 1987
at the 1987 price. Total 1987 purchases were 30 buses.

Articulated - 6 buses purchased in 1987 at \$170,000 /bus.
 - 6 used buses purchased from Ottawa in 1987 at \$140,000 /bus.
 - 1988 includes purchase of 3 used buses at \$140,000 and
 \$593,000 for major upgrades to used buses (MTC to provide
 75% subsidy).

* INFO POSTS & STOP SIGNS - New to 5-year budget -

* RELOCATE BELL MANOR LOOP - New to 5-year budget -

* TROLLEY COACH STUDY - New to 5-year budget -

INFLATED

NEW PROJECT

DETAILED COST REPORT
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE					POST				
				1989	1989	1990	1991	1992	1993	1993	1993	1993	TOTAL
3221901	RELOCATE BELL MANOR LOOP	1989 1989	Total Expenditures	0	100	0	0	0	0	0	0	0	100
			Total Grants & Sub.	0	75	0	0	0	0	0	0	0	75
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	25	0	0	0	0	0	0	0	25
3221902	TROLLEY COACH STUDY	1989 1989	Total Expenditures	0	300	0	0	0	0	0	0	0	300
			Total Grants & Sub.	0	270	0	0	0	0	0	0	0	270
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	30	0	0	0	0	0	0	0	30
3221903	BUS CHECK PROMOTION	1989 1989	Total Expenditures	0	64	0	0	0	0	0	0	0	64
			Total Grants & Sub.	0	48	0	0	0	0	0	0	0	48
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	16	0	0	0	0	0	0	0	16
3221904	INFORMATION POSTS & STOP SIGNS	1989 1993	Total Expenditures	0	247	117	70	62	66	0	0	0	562
			Total Grants & Sub.	0	70	34	22	18	19	0	0	0	163
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	177	83	48	44	47	0	0	0	399
3221905	BUSES-DIESEL	1989 1993	Total Expenditures	0	3150	3340	0	0	3977	0	0	0	10467
			Total Grants & Sub.	0	2363	2505	0	0	2983	0	0	0	7851
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	787	835	0	0	994	0	0	0	2616
3221906	TRANSIT SHELTERS	1989 1993	Total Expenditures	0	282	250	273	296	313	0	0	0	1414
			Total Grants & Sub.	0	150	120	120	120	120	0	0	0	630
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	132	130	153	176	193	0	0	0	784

INFLATED

NEW PROJECT

DETAILED COST REPORT
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE					POST				
				1989	1989	1990	1991	1992	1993	1993	1993	1993	TOTAL
3221907	BUS DESTINATION SIGNS	1989 1993	Total Expenditures	0	85	224	238	253	268	0	0	0	1068
			Total Grants & Sub.	0	64	168	179	190	201	0	0	0	802
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	21	56	59	63	67	0	0	0	266
3221908	UPGRADE BUS LOOPS	1989 1993	Total Expenditures	0	344	146	161	176	194	0	0	0	1021
			Total Grants & Sub.	0	258	110	121	132	146	0	0	0	767
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	86	36	40	44	48	0	0	0	254
3221909	BUS STOP LANDING AREAS	1989 1993	Total Expenditures	0	255	202	214	227	241	0	0	0	1139
			Total Grants & Sub.	0	191	152	161	170	181	0	0	0	855
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	64	50	53	57	60	0	0	0	284
3221001	TROLLEY INFRASTRUCTURE - EXPANSION	1990 1991	Total Expenditures	0	0	1000	3200	0	0	0	0	0	4200
			Total Grants & Sub.	0	0	900	2880	0	0	0	0	0	3780
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	0	100	320	0	0	0	0	0	420
3221101	TROLLEY ARTICULATED	1991 1992	Total Expenditures	0	0	0	6765	7171	0	0	0	0	13936
			Total Grants & Sub.	0	0	0	6088	6454	0	0	0	0	12542
			Total Other Revenue	0	0	0	0	0	0	0	0	0	0
			FINANCING REQUIRED	0	0	0	677	717	0	0	0	0	1394

INFLATED

NEW PROJECT

DETAILED COST REPORT
(000's)

PROJECT PROJECT NUMBER DESCRIPTION	START END	FINANCING	PRE 1989	1989	1990	1991	1992	1993	POST 1993	TOTAL
*****REPORT SUMMARY*****										
TOTAL EXPENDITURES			0	4827	5279	10921	8185	5059	0	34271
TOTAL GRANTS & SUB.			0	3489	3989	9571	7084	3650	0	27783
TOTAL OTHER REVENUE			0	0	0	0	0	0	0	0
FINANCING REQUIRED			0	1338	1290	1350	1101	1409	0	6488
TOTAL NUMBER OF PROJECTS STARTING			0	9	1	1	0	0	0	11

UNINFLATED

WORK IN PROGRESS

DETAILED COST REPORT
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START	END	FINANCING	PRE					POST				
					1989	1989	1990	1991	1992	1993	1993	1993	1993	TOTAL
3221502	CONTROL AND COMMUNICATION SYSTEMS	1881	1989	Total Expenditures	9126	448	0	0	0	0	0	0	0	9574
				Total Grants & Sub.	6987	336	0	0	0	0	0	0	0	7323
				Total Other Revenue	1887	0	0	0	0	0	0	0	0	1887
				FINANCING REQUIRED	252	112	0	0	0	0	0	0	0	364
3221501	WENTWORTH STREET TRANSIT CENTRE	1985	1989	Total Expenditures	11469	19739	0	0	0	0	0	0	0	31208
				Total Grants & Sub.	8662	14662	0	0	0	0	0	0	0	23324
				Total Other Revenue	1029	0	0	0	0	0	0	0	0	1029
				FINANCING REQUIRED	1778	5077	0	0	0	0	0	0	0	6855
3221505	FAREBOX SYSTEMS UPDATED	1985	1990	Total Expenditures	2920	65	115	0	0	0	0	0	0	3100
				Total Grants & Sub.	2190	49	86	0	0	0	0	0	0	2325
				Total Other Revenue	692	0	0	0	0	0	0	0	0	692
				FINANCING REQUIRED	38	16	29	0	0	0	0	0	0	83
3221508	EXPRESS BUS FACILITIES	1985	1990	Total Expenditures	535	300	801	0	0	0	0	0	0	1636
				Total Grants & Sub.	398	225	601	0	0	0	0	0	0	1224
				Total Other Revenue	139	0	0	0	0	0	0	0	0	139
				FINANCING REQUIRED	-2	75	200	0	0	0	0	0	0	273
3221701	ACQUISITION OF ARTICULATED BUSES - DIESEL	1987	1989	Total Expenditures	2718	300	0	0	0	0	0	0	0	3018
				Total Grants & Sub.	2039	225	0	0	0	0	0	0	0	2264
				Total Other Revenue	519	0	0	0	0	0	0	0	0	519
				FINANCING REQUIRED	160	75	0	0	0	0	0	0	0	235
3221703	DOWNTOWN TICKET OUTLET	1987	1989	Total Expenditures	131	0	0	0	0	0	0	0	0	131
				Total Grants & Sub.	99	0	0	0	0	0	0	0	0	99
				Total Other Revenue	4	0	0	0	0	0	0	0	0	4
				FINANCING REQUIRED	28	0	0	0	0	0	0	0	0	28

TRANSIT: CANADA COACH LINES





The Canada Coach Lines
Limited

February 1, 1989

To the Chairman and Members of the
Transportation Services Committee

Re: 1989 - 1993 CAPITAL BUDGET FOR THE
CANADA COACH LINES LIMITED

Origin:

In 1988 CCL received a direction from Regional Council to address the financial implication of rejuvenating the CCL fleet. The Capital Plan herein contained continues the fleet replacement program as outlined in 1988.

Analysis:

Of the 18 buses to be acquired in 1989, six are Transport Canada vehicles with the special equipment (lift option) for the disabled, six are suburban coaches already on order, four are used buses to be ordered and two are minivans most likely destined for the Mount Hope Airport.

The 1989 replacement program is essential to the rejuvenation of the fleet in order to achieve a twelve to fifteen year old fleet standard.

Summary of Capital Programs:

1. Ticket Machines

These are the funds required to replace the ticket machines in the coaches. Our present ticket machines are approximately 40 years old and can no longer be repaired.

2. Replacement Coaches/MiniBuses

This program is the continuation of the program required to rejuvenate the fleet by purchasing 4 vehicles per year with the addition of 2 minibuses for convention usage and airport shuttle when required.

continued ...



3. Replacement Coaches - Transport Canada Project

As described earlier, six washroom equipped paralift type highway coaches are purchased and funded by Transport Canada for the first three years of operation and the remaining period by Canada Coach Lines.

4. Refurbishing Coaches

Due to the time required to rejuvenate the CCL fleet and due to the current age of our fleet, it is imperative that a refurbishing program be adopted. This program will extend the life of these coaches by several years.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'H.O. Schweinbenz', is written over a horizontal line.

H.O. Schweinbenz
Commissioner of Transportation

ELP/cb

ASSUMPTIONS - TRANSIT - C.C.L.

1. INFLATION - 4.5% per year.
2. DEBT CHARGES - COACH REPLACEMENT - 8.0% over 8 years.
 - LEASE REFINANCING - 8.5% over 4 years.
 - REFURBISHING & OTHER - 8.0% over 10 years.
 - TRANSPORT CANADA BUSES - 8.0% over 8 years.
 - MINI BUSES - 8.0% over 5 years.
 - USED BUSES - 8.0% over 3 years.
3. OPERATING EXPENDITURES - 1989 As submitted by C.C.L.
 - Increased annually by inflation. Except 1990 due to a major increase in charter and tour operation.
4. CONTRIBUTION TO CAPITAL - To match repayment of leases. Last payment was in 1988.
 - Fixed at 0 thereafter.
5. REVENUES -
 - SUBSIDIES & OTHER REVENUE - Required amount to meet Council's Deficit Reduction Plan.
 - ASSUMPTIONS - LINES & RACES - Increased annually by 6.0%.
 - CHARTERS/TOURS - Balancing figure for a fixed levy.
 - (No less than an annual increase of 6.0% plus an additional \$1 Million /year)
 - BPX & RENTALS - Increased annually by 6.0%.
 - COM. & OTHER - Increased annually by 6.0%.
 - SUBSIDIES - Increased annually by inflation 4.5%.
6. LEVY REQUIREMENT - A fixed amount reduced each year to 0 in 1990 and future years per Council's Deficit Reduction Plan.

7. OTHER -

PROJECTS - ANNUAL PROGRAMS - # of buses

	1989	1990	1991	1992	1993
BUS REPLACEMENT					
Transport Canada	6	0	0	0	0
Suburban	6	0	0	0	0
Hwy Coach	0	3	3	3	3
Mini Vans	2	1	1	1	1
Used Buses	4	0	0	0	0
REFURBISHING					
	6	6	6	6	6
BUSES SCRAPED					
	13	13	3	3	3

TRANSIT - C.C.L.
SUMMARY OF CAPITAL EXPENDITURE AND REVENUE

	(\$000's)					5 YEAR TOTAL
	1989	1990	1991	1992	1993	
Gross Expenditure	4,298	1,500	1,243	1,315	1,396	9,752
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	630	315	0	0	0	945
Net Expenditure	3,668	1,185	1,243	1,315	1,396	8,807
Contribution from Current	0	0	0	0	0	0
Financing Required from Reserves	3,668	1,185	1,243	1,315	1,396	8,807

NEW PROJECTS SUMMARY

TOTAL

Gross Expenditure	2,198	1,170	1,243	1,315	1,396	7,322
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0
	2,198	1,170	1,243	1,315	1,396	7,322

WORK-IN-PROGRESS SUMMARY

TOTAL

Gross Expenditure	2,100	330	0	0	0	2,430
Less: Grants & Subsidies	0	0	0	0	0	0
Other Revenue	630	315	0	0	0	945
	1,470	15	0	0	0	1,485

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WORK IN PROGRESS

DETAILED COST REPORT
(000's)

PROJECT PROJECT NUMBER DESCRIPTION	START END	FINANCING	PRE					POST		
			1989	1989	1990	1991	1992	1993	1993	TOTAL
3311611 REPLACEMENT COACHES - LEASE TO PURCHASE	1982 1989	Total Expenditures Total Grants & Sub. Total Other Revenue	454 0 454	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	454 0 454
		FINANCING REQUIRED	0	0	0	0	0	0	0	0
3311801 REPLACEMENT COACHES - 1988	1988 1989	Total Expenditures Total Grants & Sub. Total Other Revenue	640 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	640 0 0
		FINANCING REQUIRED	640	0	0	0	0	0	0	640
3311802 REFURBISH COACHES - 1988	1988 1989	Total Expenditures Total Grants & Sub. Total Other Revenue	212 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	212 0 0
		FINANCING REQUIRED	212	0	0	0	0	0	0	212
3311803 MINI BUSES - 1988	1988 1989	Total Expenditures Total Grants & Sub. Total Other Revenue	60 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	60 0 0
		FINANCING REQUIRED	60	0	0	0	0	0	0	60
3311804 REPLACEMENT COACHES -TRANSPORT CANADA	1988 1990	Total Expenditures Total Grants & Sub. Total Other Revenue	0 0 240	2100 0 630	330 0 315	0 0 0	0 0 0	0 0 0	0 0 0	2430 0 1185
		FINANCING REQUIRED	-240	1470	15	0	0	0	0	1245

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WORK IN PROGRESS

DETAILED COST REPORT

(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE 1989	1989	1990	1991	1992	1993	POST 1993	TOTAL
*****REPORT SUMMARY*****											
	TOTAL EXPENDITURES			1366	2100	330	0	0	0	0	3796
	TOTAL GRANTS & SUB.			0	0	0	0	0	0	0	0
	TOTAL OTHER REVENUE			694	630	315	0	0	0	0	1639
	FINANCING REQUIRED			672	1470	15	0	0	0	0	2157
	TOTAL NUMBER OF PROJECTS STARTING			5	0	0	0	0	0	0	5

INFLATED

NEW PROJECT

DETAILED COST REPORT
(000' s)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE		1989		1990		1991		1992		1993		POST		TOTAL		
				1989	1990	1989	1990	1989	1990	1989	1990	1989	1990	1989	1990					
3311901	TICKET MACHINES	1989	1990	Total Expenditures		0	100	0	0	0	0	0	0	0	0	0	0	100		
				Total Grants & Sub		0	0	0	0	0	0	0	0	0	0	0	0	0	0	
				Total Other Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED		0	100	0	0	0	0	0	0	0	0	0	0	0	0	100
3311902	USED BUSES	1989	1990	Total Expenditures		0	648	0	0	0	0	0	0	0	0	0	0	648		
				Total Grants & Sub		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				Total Other Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED		0	648	0	0	0	0	0	0	0	0	0	0	0	0	648
3311903	BUS REFURBISHING	1989	1993	Total Expenditures		0	60	115	125	130	140	140	140	0	0	0	0	570		
				Total Grants & Sub		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				Total Other Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED		0	60	115	125	130	140	140	140	0	0	0	0	0	570	
3311904	REPLACEMENT COACHES	1989	1993	Total Expenditures		0	1230	970	1028	1090	1155	1155	1155	0	0	0	5473			
				Total Grants & Sub		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				Total Other Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED		0	1230	970	1028	1090	1155	1155	1155	0	0	0	5473			
3311905	MINI BUSES	1989	1993	Total Expenditures		0	160	85	90	95	101	101	101	0	0	0	531			
				Total Grants & Sub		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				Total Other Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				FINANCING REQUIRED		0	160	85	90	95	101	101	101	0	0	0	531			

INFLATED

NEW PROJECT

DETAILED COST REPORT
(000's)

PROJECT NUMBER	PROJECT DESCRIPTION	START END	FINANCING	PRE 1989	1989	1990	1991	1992	1993	POST 1993	TOTAL
*****REPORT SUMMARY*****											
	TOTAL EXPENDITURES			0	2198	1170	1243	1315	1396	0	7322
	TOTAL GRANTS & SUB.			0	0	0	0	0	0	0	0
	TOTAL OTHER REVENUE			0	0	0	0	0	0	0	0
	FINANCING REQUIRED			0	2198	1170	1243	1315	1396	0	7322
	TOTAL NUMBER OF PROJECTS STARTING			0	5	0	0	0	0	0	5

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